ATTP 3-21.9 (FM 3-21.9)

SBCT Infantry Rifle Platoon and Squad

December 2010

Headquarters, Department of the Army

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No. 3-21.9

Headquarters
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SBCT Infantry Rifle Platoon and Squad

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***This ATTP supersedes FM 3-21.9, 2 December 2002.**

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Preface

ATTP 3-21.9 describes how the Stryker Brigade Combat Team (SBCT) Infantry rifle platoons and squads fight. ATTP 3-21.9 discusses how they operate as Infantry, mounted in their Stryker Infantry carrier vehicles (ICVs), with the ICV in support, and as part of the Stryker rifle company. The content includes principles, tactics, techniques, procedures, terms, and symbols that apply to small-unit operations. ATTP 3-21.9 is intentionally designed as a companion manual to FM 3-21.8. Many of the subjects covered in FM 3-21.8 are not only mutually applicable to the Stryker platoons and squads but also nearly identical and need not be republished. Because of this, ATTP 3-21.9 focuses on the unique characteristics and capabilities of the Stryker platoons and squads. Major areas reduced, or not included in this manual, are covered in detail in FM 3-21.8 and include—

- Dismounted tactical movement.
- Employing fires.
- Troop-leading procedures (TLP).
- Sustainment.
- Air defense.
- Chemical, biological, radiological, and nuclear (CBRN) operations.
- Composite risk management.
- Fratricide avoidance.
- Urban operations (UO).
- Sniper operations.
- Patrols.
- Employment of the dismounted element's weapons.
- Platoon and squad fire planning.
- Air assault operations.
- Defeating improvised explosive devices (IED).
- Obstacle reduction and employment.
- Dismounted fighting positions.

These are basic skills that Stryker small units and their leaders must understand, practice, and execute. Their absence from ATTP 3-21.9 in no way diminishes their importance. Rather, they are fundamental skills applicable to all Infantry units and leaders.

To fully understand operations of the SBCT Infantry platoons and squads, leaders should also study FM 3-21.11, FM 3-20.151, Infantry platoon tasks on the Digital Training Management System (accessible on Army Knowledge Online [AKO]), *Soldier's Manual of Common Tasks*, and other manuals listed in the references.

ATTP 3-21.9 supersedes FM 3-21.9, published in December 2002. The contents of the older manual are based primarily on the SBCT concept paper and interviews conducted during visits to the first Stryker-equipped units as they organized at Fort Lewis. ATTP 3-21.9 includes changes based on operational experience of deployed SBCT units. It also incorporates information on current Infantry platoon and squad

tactics, the employment of the ICV, and the integration of command and control (C2) systems during combat.

The target audience for ATTP 3-21.9 comprises SBCT platoon and squad leaders, SBCT Soldiers, and those that desire an understanding of how they fight and operate. ATTP 3-21.9 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserves unless otherwise stated.

The proponent for this publication is the United States Army Training and Doctrine Command (TRADOC). The preparing agency is the U.S. Army Maneuver Center of Excellence (MCoE). You may send comments and recommendations by any means—U.S. mail, e-mail, fax, or telephone—using or following the format of DA Form 2028, *Recommended Changes to Publications and Blank Forms*.

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Unless otherwise stated in this publication, masculine nouns and pronouns refer to both men and women.

Summary of Changes

The following table outlines the major changes in this edition of ATTP 3-21.9.

<table>
<tr><td>Overall</td><td colspan="3">• Incorporated changes and terms based on FM 3-0.
• Deleted references to battlefield operating systems and added references to warfighting functions.
• Reduced content whenever possible by referring to other manuals for details, especially FM 3-21.8.
• Introduced standard chapter format for Infantry small-unit publications.</td></tr>
<tr><td>Ch 1</td><td>INTRODUCTION
Revision of the old Ch 1.
Additions include—
• SBCT company, battalion, and brigade.
• Warrior Ethos, Soldier's Rules, and Soldier reconnaissance and surveillance.
• Platoon weapons and ICVs.</td><td>Ch 2</td><td>COMMAND AND CONTROL
Revision of the old Ch 2.
Additions include—
• Five-paragraph field order.
• Platoon-level C2 information system.
• Risk management.
• Fratricide avoidance.
• CBRN operations.
• Air defense.</td></tr>
<tr><td>Ch 3</td><td>OFFENSIVE OPERATIONS
Revision of the old Ch 4 and includes the old Ch 3.
Additions include—
• Offensive UO.
• Battlefield obscuration.
• Mobility and countermobility operations.</td><td>Ch 4</td><td>DEFENSIVE OPERATIONS
Revision of old Ch 5.
Additions include—
• Withdrawals and delays.
• Defensive UO.
• Fighting positions.
• Area security operations.</td></tr>
<tr><td>Ch 5</td><td>STABILITY OPERATIONS
New chapter that discusses—
• Fundamentals.
• Rules of engagement (ROE).
• Stability intelligence support at the company and below level.
• Platoon and squad tasks.</td><td>Ch 6</td><td>OTHER TACTICAL OPERATIONS
Revision of the old Ch 7.
Additions include—
• Patrols and patrolling.
• Air assault operations.</td></tr>
<tr><td>Ch 7</td><td>DIRECT FIRES
New chapter and includes Appendixes A, F, G, and H from the old manual.</td><td>Ch 8</td><td>FIRES
Revision of Sections I and II of the old Ch 8.</td></tr>
<tr><td>Ch 9</td><td>SUSTAINMENT
Revision of the old Ch 9.
Additions include—
• Maintenance.
• Force health protection.</td><td>App</td><td>ATTP 3-21.9 has no appendixes.</td></tr>
</table>

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Chapter 1

Introduction

The SBCT, equipped with the Stryker family of vehicles, is essential to the Army's strategic requirement for engagement, crisis response, and warfighting dominance. The SBCT platoons and squads can conduct operations across the full spectrum of conflict.

At the squad and platoon level, the force is tailored to optimize the most effective components of light and mechanized forces. Organic at platoon level are three full squads complemented by a weapons squad to provide the base of fire element. Organic at company level is indirect fire support (FS) from mortar systems and immediate direct fire from the mobile gun system (MGS).

SECTION I – TEXT REFERENCES

1-1. Some of the warfighting fundamentals are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 1-1 consolidates the references for additional information.

Table 1-1. Guide for subjects referenced in text

Subject	***References***
Operational Environment	FM 3-0
Employment of the M249 SAW	FM 3-22.68
40-mm Grenade Launcher Techniques of Fire	TM 3-22.31
Javelin Close Combat Missile	FM 3-22.37
Soldier Combat Skills	FM 3-21.75 STP 21-1-SMCT STP 21-24-SMCT
Warrior Ethos	FM 3-21.75
Soldier's Rules	AR 350-1
Soldier Surveillance and Reconnaissance	FM 2-91.6

SECTION II – OPERATIONAL ENVIRONMENT

1-2. U.S. forces engage in periods of prolonged confrontation among states, nonstates, and individuals willing to use violence to achieve their political and

ideological ends. To be effective, the Soldier must understand the operational environment that shapes the conflict.

1-3. The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of the Stryker platoon and bear on tactical decisions. It includes all enemy, adversary, friendly, and neutral systems across the spectrum of conflict. It also includes an understanding of the physical environment, the state of governance, technology, local resources, and culture of the local population relevant to a specific operation. (See FM 3-0 for details).

THREATS

1-4. Threats are nation-states, organizations, people, groups, conditions, or natural phenomena able to damage or destroy life, vital resources, or institutions. Adversaries may use the threats described in the following paragraphs or a combination of these threats to achieve the desired effect against the United States. The threats are—

- Traditional.
- Irregular.
- Catastrophic.
- Disruptive.

MISSION VARIABLES

1-5. The operational environment for each major operation is different and evolves as each operation progresses. Army forces use operational variables to understand and analyze the broad environment in which they are conducting operations. They use mission variables to focus analysis on specific elements of the environment that apply to their mission.

1-6. Mission variables are those aspects of the operational environment that directly affect a mission. Leaders use the mission variables to synthesize tactical information with local knowledge about conditions relevant to their mission. Upon receipt of a warning order (WARNO) or mission, leaders begin their initial mission analysis and start to visualize their desired end state.

1-7. The categories of relevant information commanders use for mission analysis at the tactical level are the mission, enemy, terrain, troops and equipment, time available, and civil considerations (METT-TC) variables. Commanders and leaders view all METT-TC variables in terms of their impact on mission accomplishment. (See Chapter 2 for details.)

SECTION III – SBCT AND SBCT INFANTRY BATTALION

1-8. The SBCT's organization, communications, and its coordination capability allows Stryker units to fight as combined arms units and to rapidly concentrate overwhelming combat power.

SBCT ORGANIZATION

1-9. The SBCT is a combined arms, early entry, and forced entry combat force. It has organic combat, fires, reconnaissance, military intelligence, signal, engineer, antitank (AT), military police (MP), and sustainment elements. This structure allows the SBCT to provide assets tailored for the SBCT company and platoon.

1-10. The Stryker platoon receives sustainment support directly from the brigade support battalion It may also receive the following from brigade-level units:

- Stryker antitank guided missile (ATGM) heavy AT support from the ATGM company.
- Indirect FS from the 155-mm (towed) battalion.
- Support from the engineer company.
- Support from the reconnaissance squadron.

SBCT INFANTRY BATTALION ORGANIZATION

1-11. The SBCT Infantry battalion consists of three rifle companies and a headquarters and headquarters company (HHC). HHC provides support to the battalion commander and staff and controls the battalion's reconnaissance platoon, mortar platoon, medical platoon, communication section, and sniper squad.

1-12. The Stryker platoon may receive the following combat-related support:

- Forward observers (FO) and combat medics.
- Heavy mortar support.
- Snipers.
- Support from the reconnaissance platoon.

SECTION IV – SBCT INFANTRY COMPANY

1-13. The SBCT Infantry company is the only organically organized Infantry combined arms company in the U.S. Army. It combines mobile Infantry with the MGS, which mutually support each other, coupled with a heavy mortar section and snipers. All of the actions of these elements are coordinated and enhanced through the Stryker's information systems.

MISSION

1-14. The mission of the SBCT Infantry company is to close with the enemy by means of fire and maneuver to destroy or capture him or to repel his assault by fire, close combat, and counterattack.

ORGANIZATION

1-15. The SBCT Infantry company consists of—

- Headquarters (HQ) section that provides C2 and supervision of all organic assigned and attached elements.
- Three rifle platoons that close with and destroy the enemy.
- MGS platoon that provides direct supporting fires during the assault. It consists of three MGS vehicles mounting a 105-mm main gun.
- Mortar section that provides close-in and responsive indirect fires. It is armed with two 120-mm mortars as its primary weapon and two 60-mm mortars to provide support during dismounted operations.
- Sniper team that provides the commander with a long-range, discriminate direct fire capability. The team is armed with either the M110/M24 7.62-mm or the M107 .50-caliber sniper rifle.
- Unmanned aircraft system (UAS).
- Routine attachment of a fire support team (FIST) with FOs for each rifle platoon, a medical evacuation (MEDEVAC) team, and combat medics (see Figure 1-1).

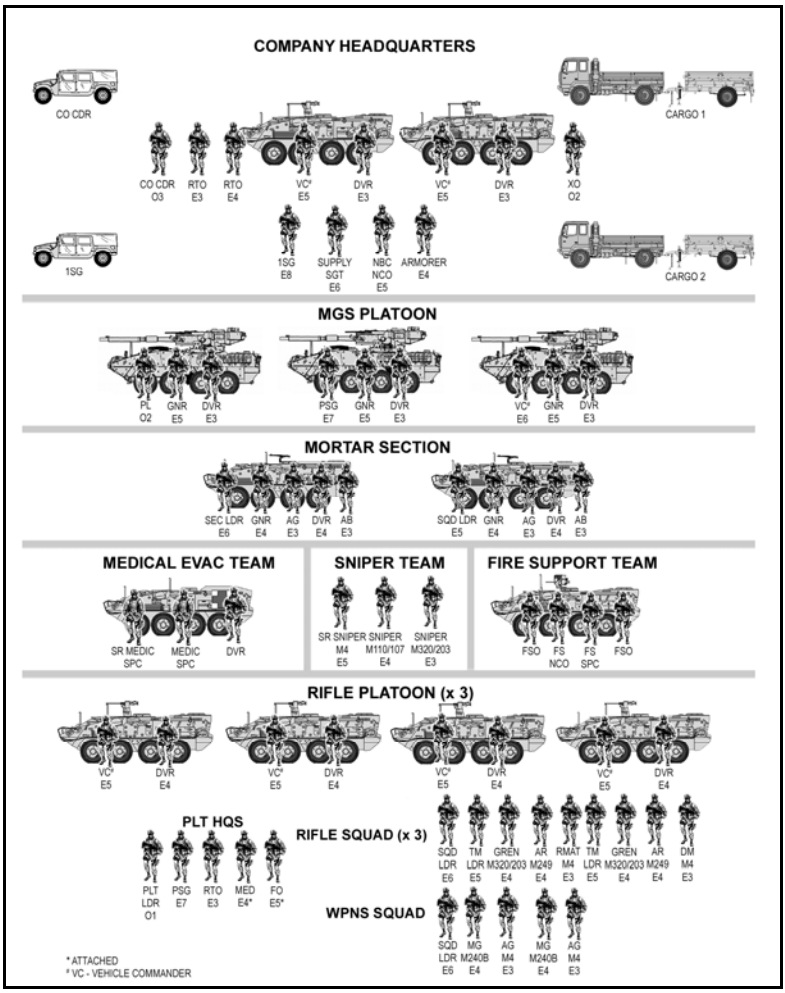

Figure 1-1. SBCT Infantry company

1-16. The SBCT Infantry company task organization is based on the METT-TC variables. It may receive additional elements from battalion or higher (to include non-SBCT units) or may have its own elements detached to other units. Without attachments, the basic ways of task organizing the company are—

- **Platoons not task organized.** The Infantry and MGS platoon leaders are responsible for maneuvering their units under the command of the company commander.
- **One or two Infantry and the MGS platoons tasked organized.** The MGS platoon detaches one or two vehicles to an Infantry platoon. In

turn, the MGS platoon receives one or two Infantry squads. The selected maneuver Infantry platoon(s) has an MGS vehicle available to support the close fight, and the MGS platoon leader controls one or two of his MGSs with an attached Infantry squad(s). The company commander has four maneuver elements controlled by platoon leaders.

- **MGS vehicles under Infantry platoon control.** Each MGS vehicle is task organized to an Infantry platoon. The company commander has three maneuver elements.

Note. Other task organizations may be used based on METT-TC variables and the requirement for increased maneuver elements.

1-17. None of the techniques is inherently better than the others. Tailor the task organization to accomplish the mission. Regardless of the technique selected, consider the following:

- Single MGSs may operate in support of Infantry; however, it is preferable for MGSs to support each other.
- If using MGS vehicles or ICVs to provide cover for dismounted squads maneuvering against the enemy, the leader of the dismounted forward element controls the MGS or ICVs.
- If the company commander controls the MGS, he moves forward to a position where he can effectively maneuver the MGS in support of Infantry.
- MGS vehicles and ICVs need Infantry support when the two elements are working together. Both vehicles are vulnerable to dismounted attack when operating alone, especially in an urban environment.

CAPABILITIES AND LIMITATIONS

1-18. Commanders must understand the capabilities and limitations of a Stryker rifle company as compared to Heavy Brigade Combat Team (HBCT) and Infantry Brigade Combat Team (IBCT) rifle companies. The strength of the SBCT is its riflemen. The SBCT combines the tactical mobility and hauling capability of mechanized company units with the riflemen available to the Infantry company. Table 1-2 highlights some of the capabilities and limitations of the SBCT Infantry company.

Table 1-2. Capabilities and limitations of SBCT Infantry company

Capabilities	*Limitations*
Movement and Maneuver • Increased combat power with three rifle platoons and one MGS platoon. • Assortment of weapons to fight with an "arms room" concept. • Air assault operations with full strength platoons. • Organic combined arms assaults. • Speed and quiet characteristics of the Stryker family of vehicles.	**Movement and Maneuver** • Lacks organic gap-crossing capability. • Lacks organic long-range antiarmor fire.
Protection • Armored protection against 14.5-mm and rocket-propelled grenades with add-on armor kits. • Increased speed of Stryker may decrease certain threats. • Robust number of riflemen capable of protecting vehicles in restrictive terrain.	**Protection** • MGS and Stryker vehicles vulnerable to AT fires. • Vulnerable to CBRN attack. • Weight of additional armor.
Sustainment • Operates with a relatively small logistics footprint. • Designed for vehicular self-recovery. • The ICV carries 72 hrs of supplies. • The ICV can pull a PLS trailer with 96 hrs of supplies.	**Sustainment** • Increased requirement for augmentation in major combat operations. • Sustainment assets at brigade level. • No forward support company attached to battalion. • Use the ICV to resupply the Infantry platoon reducing direct fire and maneuver support to the platoon. • ICV pulling PLS trailer reduces mobility.
Fires • Organic mounted 120-mm and dismounted 60-mm mortars.	**Fires** • Limited resupply capability (no support platoon at battalion level).
Command and Control • Maintains information dominance through communications equipment and digital systems.	**Command and Control** • Speed and dispersion of unit increases C2 requirements.
Intelligence • Access to human intelligence and UAS assets from reconnaissance. • Digital and analog access to SBCT intelligence sources.	

ATTACHMENTS

1-19. In addition to the habitual attachments of the FIST and medical support, the SBCT Infantry company may have the following attached for conducting operations in or near its area of operations (AO):

- Other Infantry and MGS platoons.
- ATGM sections or platoons.
- Engineer assets, such as an engineer squad, special equipment, or both.
- Stinger team from air defense artillery assets from echelons above the SBCT, possibly requiring a dedicated vehicle.
- SBCT battalion reconnaissance team or platoon.
- Sensor teams.
- Counterintelligence, civil affairs, linguistic, and other support teams.
- Additional UAS assets that the SBCT may provide based on METT-TC.
- MP assets in support of law and order, police intelligence operations, internment and resettlement, maneuver mobility support, and area security operations.
- Units from HBCT or IBCT.

1-20. All attachments must receive all WARNOs and operation orders (OPORD) and participate in rehearsals. Thoroughly brief the company and platoon tactical standing operating procedures (TACSOP), their responsibilities, and their actions during contact with the enemy.

SECTION V – SBCT INFANTRY PLATOON AND SQUAD

1-21. The ICV-equipped platoon has enhanced mobility, lethality, protection, and decision-making capabilities. These enhancements result from improvements in command, control, and communications.

MISSION

1-22. The mission of the SBCT Infantry platoon is the same as the company's. Close with the enemy by means of fire and maneuver to defeat or capture him or to repel his assault by fire, close combat, and counterattack.

HOW THE SBCT PLATOON FIGHTS

1-23. The SBCT platoon fight as part of a combined arms force. The Stryker unit's mobility, firepower, C2, and intelligence systems allow it to—

- Move to a position of advantage against an unaware enemy.
- Deliver rapid and responsive direct and indirect fires.

- Move rapidly and dismount its Infantry to seize objectives and kill the enemy.
- Consolidate and proceed to the next mission.

1-24. During operations, the platoon's ICVs and Infantry provide mutual protection while performing their assigned missions. Infantry Soldiers provide security for the vehicles while halted, and the ICVs provide rapid protected battlefield mobility and a base of fire for the dismounted Infantry assault.

1-25. While the platoon remains mounted, the platoon leader controls the movement of the platoon's ICVs. When the platoon leader dismounts with the rifle squads, the senior vehicle commander or designated leader assumes command of the mounted element of the platoon. He maneuvers them in support of the Infantry squads and as directed by the platoon leader. For example, the platoon leader may have the senior vehicle commander direct the fires of the mounted element to facilitate the platoon's maneuver. In other situations, squad leaders may directly control their ICVs.

1-26. Once dismounted, the Stryker platoon fights the same way as Infantry rifle platoons. It uses the same movement formations (line, column, or wedge) and techniques (traveling, traveling overwatch, and bounding overwatch) when not in contact. When under enemy contact, the dismounted Stryker platoon uses all available direct and indirect fires and establishes a base of fire with its weapons squad, Infantry squads, and ICVs. It always strives to attack the enemy's weak points, its flank or rear, and avoids attacking him frontally. The platoon maneuvers forward (depending on the amount and intensity of fire) by platoon, squads, fire teams, buddy teams, or individual Soldiers and seizes the objective. In the defense, the platoon establishes defensive positions with the ICVs in support and moves dismounted or by carrier to other positions. During stability operations, the platoon is often dismounted with the ICVs providing support.

ORGANIZATION

1-27. The Infantry platoon has 1 officer and 42 enlisted personnel in mounted and dismounted elements.

1-28. Combat conditions or tactical considerations may prevent platoons and squads from being full strength. When reorganizing under strength units, leaders should—

- Keep key positions filled. Always have a chain of command.
- Man the most potent weapons first based on the threat.
  - Infantry threat: machine guns, squad automatic weapons (SAW), grenade launchers.
  - Armor threat: Javelins, machine guns, grenade launchers.
- Keep two fire teams in a squad; however, if the squad's strength drops to five, organize as one team.
- Deploy fewer ICVs with a greater number of dismountable Infantry.

MOUNTED ELEMENT

1-29. Each Stryker platoon has four Stryker ICVs (see Figure 1-2). Each is organized for movement into two sections of two carriers each. Moving by sections reduces the need for commands during movement. Each section routinely moves together and provides mutual support between the two vehicles. When moving as part of the platoon, sections usually move or establish support-by-fire positions as a unit to support or to be supported by the other section.

1-30. The platoon leader leads the A section, and the platoon sergeant leads the B section. Each has a wingman. The wingman automatically follows his leader at a pre-established distance and position. When the platoon or part of the platoon dismounts, the senior vehicle commander or person designated is in charge of the vehicles.

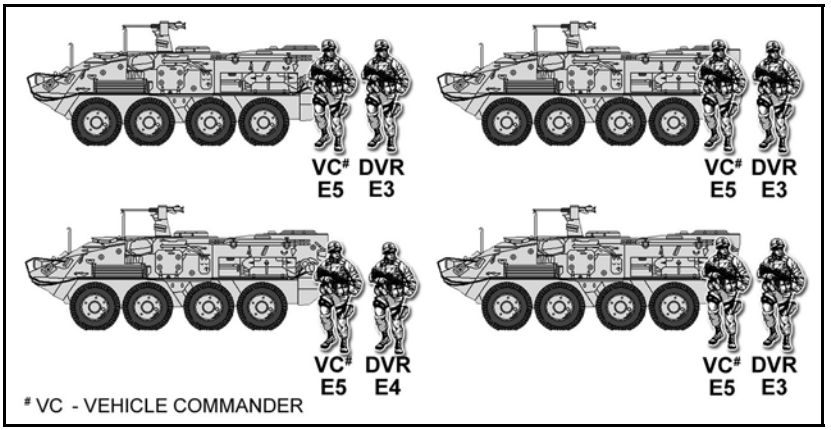

Figure 1-2. Mounted element organization

1-31. Each ICV has a crew of two—the commander and driver. The crews operate and maintain the ICVs and employ them on the battlefield to ensure the protected delivery of the Infantry squads to their dismount point. Once the Infantry squads have dismounted the carriers, the vehicle crew may employ the remote weapon station (RWS) to provide supporting fires. The vehicle commander is responsible for the overall employment of the ICV and operates the ICV's armaments under the control of the squad leader. The vehicle driver operates the vehicle during all conditions. At the vehicle commander's direction, the driver negotiates the vehicle through all terrain and obstacles to safely deliver the Infantry rifle squad to the point of employment on the battlefield.

DISMOUNTED ELEMENT

1-32. The dismounted element includes—

- Platoon HQ.
- Rifle squads.
- Weapons squad (see Figure 1-3).

Platoon Headquarters

1-33. Platoon HQ consists of the platoon leader, platoon sergeant, radiotelephone operator (RTO), and attached FO and combat medic.

Rifle Squads

1-34. The dismounted element consists of three rifle squads. Each of the rifle squads consist of a rifle squad leader and eight Soldiers. The rifle squad leader is the senior leader of the squad and controls the squad's movement and fires. He conducts squad training, maintains equipment, and maintains the squad's ability to conduct successful tactical missions.

1-35. Each Infantry squad is further organized into two 4-man fire teams consisting of a team leader, a grenadier, and an automatic rifleman. The fourth member within each fire team is a rifleman with the added duties of being either the squad's AT specialist or the squad's designated marksman. The leader is a fighting leader and leads his team by example. He controls the movement of his team and the placement of fires against enemy Soldiers and assists the squad leader as required.

Weapons Squad

1-36. The five-man weapons squad consists of a squad leader and two 2-man machine gun teams. The weapons squad provides the primary base of fire for the maneuver of the platoon's rifle squads with accurate fires against enemy personnel and equipment. The two machine gun teams consist of the gunner and assistant gunner. Each team is currently equipped with the M240B 7.62-mm medium machine gun.

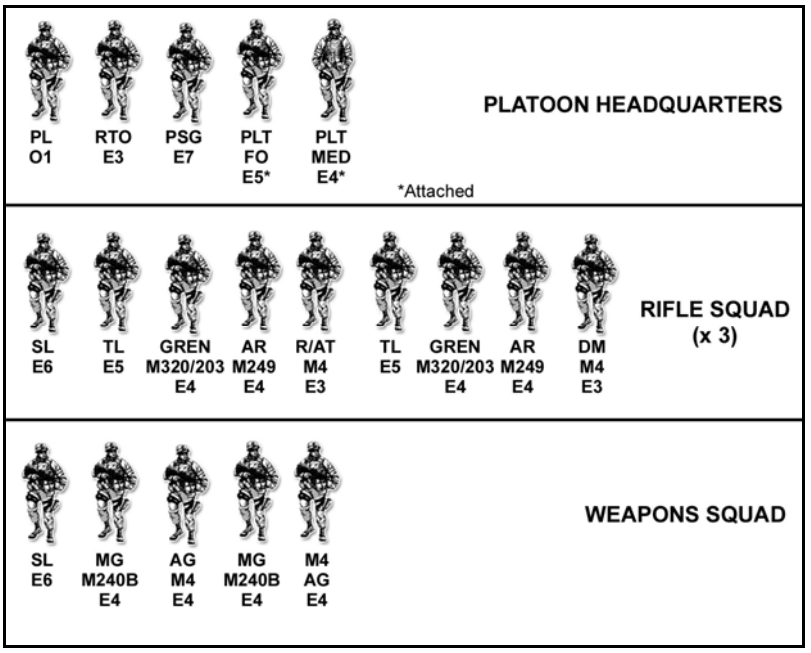

Figure 1-3. Dismounted element organization

RESPONSIBILITIES

1-37. The increased complexity of the ICV-equipped Infantry platoon requires highly trained Soldiers and leaders. Soldiers should also be cross-trained in other positions to ensure that they can fill vacancies in critical positions. The amount of information that is transferred at every level requires platoon members to work more closely than ever before.

PLATOON HEADQUARTERS

1-38. Individual responsibilities within the platoon HQ are—

- Platoon leader.
- Platoon sergeant.
- RTO.
- Combat medic.
- FO.

Platoon Leader

1-39. The platoon leader is responsible for the tactical employment, collective training, administration, personnel management, and logistics of the platoon. He is

personally responsible for positioning and employing all assigned or attached crew-served weapons. The platoon leader—

- Leads the platoon to accomplish the mission. He bases his actions on the missions the company commander assigns to him and the company and battalion commander's concept of operations. This includes planning, supervising preparation, and leading the execution of the mission.
- Informs his commander of his actions.
- Plans operations with the help of the platoon sergeant, squad leaders, and other key personnel.
- Stays abreast of the situation, goes where needed to supervise, and issues fragmentary orders (FRAGO) to accomplish the mission.
- Requests necessary support from the company commander for his platoon to perform its mission.
- Provides guidance to the platoon sergeant in planning and coordinating the platoon's sustainment effort.
- Knows the status and capabilities of his unit, Soldiers, and equipment at all times.
- Reviews platoon requirements based on the tactical plan.
- Develops the FS plan with the platoon sergeant, squad leaders, and FO.
- Coordinates the obstacle plan.
- Analyzes tactical situations, disseminates information, and employs the full capabilities of his platoon's equipment to accomplish the mission.
- Manages command, control, communications, and information.
- Ensures subordinates follow database protection procedures to prevent the compromise of digital information.
- Ensures situation reports (SITREP) are accurate and forwarded to the company commander as applicable.
- Analyzes and disseminates pertinent tactical friendly and enemy updates to his subordinates.
- During limited visibility employs all available night observation devices to designate targets for the direct and indirect fire weapons and for situation updates.
- As leader of the A section, keeps his crew and wingman informed.

Platoon Sergeant

1-40. The platoon sergeant is the senior noncommissioned officer (NCO) in the platoon and second in command. He assists and advises the platoon leader and leads the platoon in the platoon leader's absence. The platoon sergeant is responsible for individual training. He advises the platoon leader on appointments, promotions and reductions, assignments, and discipline of NCOs and enlisted Soldiers in the platoon. He is a tactical expert in platoon operations, to include maneuver of the platoon and employment of all weapons.

1-41. The platoon sergeant—

- When directed, controls the mounted element when the platoon leader dismounts.
- When directed, dismounts with the platoon when the platoon is conducting ground operations independent of their organic vehicles or when it is necessary to C2 the platoon (METT-TC dependent).
- Receives squad leaders' administrative, logistics, and maintenance reports and requests for rations water, fuel, and ammunition. He coordinates with the first sergeant (1SG) or executive officer (XO) to request resupply.
- Directs the platoon combat medic.
- Maintains platoon personnel accountability, consolidates and forwards the platoon's casualty reports, and receives and orients replacements.
- Monitors the morale, discipline, and health of platoon members.
- Takes charge of task organized elements in the platoon during tactical operations. This can include, but is not limited to, quartering parties, support elements in raids or attacks, and security patrols.
- Ensures ammunition and supplies are properly distributed after consolidation on the objective and during reorganization.
- Controls digital reports while the platoon is in contact to allow the platoon leader to maneuver the squads.
- Ensures the platoon leader is updated on appropriate reports and forwards those needed by higher HQ.
- Collects, prepares, and forwards logistics status updates and requests to the company HQ.
- As the leader of the B section, keeps his driver and wingman informed. Ensures maintenance of all equipment.
- Ensures Soldiers, weapons, and equipment are prepared for operations.

Radiotelephone Operator

1-42. The RTO is primarily responsible for the platoon's communication with its controlling HQ (usually the company). During operations, the RTO—

- Maintains communications at all times. If communication with the platoon's next higher element is lost, the RTO immediately informs the platoon leader or platoon sergeant.
- Conducts radio checks with higher HQ when in a static position. If the RTO cannot make successful radio contact, he informs the platoon sergeant or platoon leader.
- Is proficient in radio procedures and report formats, such as call for indirect fire or MEDEVAC, and all types of field expedient antennas.
- Keeps the frequencies and call signs on his person in a location known to all Soldiers in the platoon.
- Assists the platoon leader with information management.

- Assists the platoon leader and platoon sergeant, employing digital C2 information systems available to the platoon and squads.
- Determines his combat load prior to operations and manages his batteries prior to and during operations.

Combat Medic

1-43. The combat medic is attached from the medical platoon of the Infantry battalion's HQ company. As a member of the company medical team, he ensures that platoon members are physically capable of conducting tactical operations. During such tactical operations, the platoon combat medic—

- Treats casualties and assists the aid and litter teams in casualty evacuation under the control of the platoon sergeant.
- Advises the platoon leader and platoon sergeant in field hygiene matters and personally checks the health and physical condition of platoon members.
- Requests Class VIII (medical) supplies through the platoon sergeant.
- Provides training and guidance to combat lifesavers.
- Carries out other tasks assigned by the platoon leader and platoon sergeant.

Forward Observer

1-44. An FO is normally attached from the battalion's FS platoon and is the platoon's expert on indirect fire planning and execution. The FO is the primary observer for all FS assets, to include company and battalion mortars and field artillery (FA). He interacts with the company FIST and works directly for the platoon leader. He must know the mission and the concept of operation, specifically the platoon's scheme of maneuver and concept of fires. The FO—

- Informs the FIST HQ of the platoon's situation, location, and FS requirements.
- Prepares maps, overlays and terrain sketches, maintaining grid coordinates of his location.
- Calls for and adjusts indirect fires.
- Selects targets to support the platoon's mission.
- Selects observation posts (OP) and movement routes to and from selected targets.
- Operates and maintains FO-related devices and maintains communication with the battalion and company fire support officer (FSO).
- Prepares to back up the platoon leader's radio on the higher HQ net if needed.
- Prepares to employ close air support (CAS) assets and Army aviation during close combat attacks.

RIFLE SQUAD

1-45. Below are the individual responsibilities within the rifle squad.

Rifle Squad Leader

1-46. The rifle squad leader is responsible for all that the squad does or fails to do. He is a tactical leader and leads by example. The rifle squad leader—

- Controls the maneuver of his squad and its rate and distribution of fire. He controls two fire teams in the offense and selects each fighting position in the defense.
- Briefs OPORDs to the squad.
- Trains his squad on individual and collective tasks required to sustain combat effectiveness.
- Manages the logistics and administrative needs of his squad such as requesting and issuing ammunition, water, rations, and special equipment.
- Sees to the health and welfare of his Soldiers.
- Maintains accountability of Soldiers and equipment.
- Completes casualty feeder reports and reviews casualty reports completed by squad members.
- Inspects the condition of and directs maintenance of squad weapons, clothing, and equipment.
- Ensures material and supplies are distributed to the squad.
- Keeps the platoon leader and platoon sergeant informed of squad supply status and squad requirements.
- Ensures supplies and equipment are internally cross-leveled within the squad.
- Ensures the ICV is operational and properly maintained.
- Supervises squad equipment and ICV maintenance.
- Trains, qualifies, and maintains one backup crew for the squad's ICV.

Fire Team Leader

1-47. The fire team leader leads by example and controls the movement and fires of the fire team He assists the squad leader in tactical control of the squad and in training team members on individual and collective tasks and battle drills. The team leader provides the necessary local security and maintenance support for the ICV and is responsible for the welfare of their teams. He controls and distributes the team's fires by designating and marking targets.

Automatic Rifleman

1-48. The automatic rifleman is armed with the M249 SAW. The SAW provides the fire team and squad with a high volume of sustained suppressive and lethal fires. The automatic rifleman employs the SAW to suppress enemy infantry and bunkers, destroy

enemy automatic rifle and AT teams, and enable maneuver of other teams and squads. (See FM 3-22.68 for the operation and employment of the M249.)

Grenadier

1-49. The grenadier is armed with a carbine with a 40-mm grenade launcher attached. The grenade launcher allows him to fire high explosive (HE) rounds to suppress and destroy enemy infantry and light armored vehicles. He can also employ smoke to mark targets or star clusters to signal. During night and adverse weather conditions, the grenadier may employ illumination rounds to increase his squad's visibility and mark enemy or friendly positions. (See TM 3-22.31 for details on the techniques of fire for the 40-mm grenade launcher.)

Rifleman

1-50. The rifleman must be an expert in handling and employing his weapon (currently, the M4 series carbine). He places well-aimed, effective fire on the enemy. Each squad has two riflemen and both have an additional duty. One is the squad's antiarmor specialist and the other is the squad's designated marksman.

Antiarmor Specialist

1-51. The antiarmor specialist is a rifleman trained in the employment of the Javelin. The Javelin is effective against any known armor and used against other designated targets. Each squad ICV transports the Javelin command launch unit and the missiles. The command launch unit can also be used for observation.

Designated Marksman

1-52. The designated marksman acts as a member of the squad under the direction of the squad leader or as designated by the platoon leader. Although normally functioning as a rifleman within one of the fire teams in a rifle squad, the designated marksman is armed with a modified rifle. He is employed at the direction of the fire team or squad leader. He is trained to eliminate high-payoff enemy personnel targets (such as enemy automatic rifle teams, AT teams, and snipers) with precision fires.

WEAPONS SQUAD

1-53. Described below are individual responsibilities within the weapons squad.

Weapons Squad Leader

1-54. The weapons squad leader performs the same duties as the rifle squad leader with the following additions. The weapons squad leader—

- Controls the maneuver of his machine gun teams, selects their firing positions, and controls the rate and distribution of their fires.
- Coordinates directly with the platoon leader as the base of fire element.
- As the senior squad leader, becomes the alternate platoon sergeant on the ground if the platoon sergeant does not dismount.
- Is responsible for the maintenance of the squad's machine guns.

Machine Gunner

1-55. The gunner is normally the senior member of the team. He is prepared to assume responsibilities of the weapons squad leader in any situation. During operations, the gunner—

- Is responsible for his assistant gunner and all gun equipment.
- Is responsible for putting the gun in and out of action.
- Is the subject matter expert (SME) for the information contained in FM 3-22.68.
- When attached to a rifle squad, is the SME on employment of the medium machine gun.
- Enforces field discipline while the gun team is employed tactically.
- Knows the ballistic effects of the weapon on all types of targets.
- Understands the mission two levels up (the squad and platoon).
- Maintains the machine gun and its associated equipment.

Assistant Machine Gunner

1-56. The assistant gunner is the second member of the gun team. He is prepared to assume the gunner's role in any situation. During operations, the assistant gunner—

- Constantly updates the weapons squad leader on the round count and serviceability of the machine gun.
- Watches for Soldiers to the flanks of the target area or between the gun and the target.
- Obtains ammunition from other Soldiers who are carrying machine gun ammunition.
- Provides a supply of ammunition to the gun when employed.
- Spots rounds and reports recommended corrections to the gunner.
- Understands the mission two levels up (squad and platoon).

MOUNTED ELEMENT

1-57. Below are the individual responsibilities within the mounted element.

Senior Vehicle Commander

1-58. After the Infantry, platoon leader, and the platoon sergeant have dismounted the vehicle, the senior vehicle commander is responsible for the deployment of the ICVs. Based on orders or standing operating procedures (SOP), the senior vehicle commander—

- Populates the common operational picture (COP) with the movement of the dismounted element to identify their location to the chain of command and flanking units.
- Maintains situational awareness and updates the platoon leader on the company actions.

- Acts as a radio relay if the platoon leader loses direct communications with the company commander.
- In the offense, maneuvers the mounted element to a base of fire position to support the dismounted element's maneuver.
- In the defense, positions the ICVs in accordance with (IAW) orders or where best to support the platoon.
- Is responsible for the movement, operation, and supply of the ICVs in the absence of the platoon or squad leaders.

Vehicle Commander

1-59. The vehicle commander is responsible for the employment and maintenance of the ICV. He is primarily responsible for the overall maintenance of the ICV weapon systems and the automotive portion of the vehicle. He is also responsible for the weapons training and welfare of the driver.

1-60. The vehicle commander acquires targets, directs his driver, and controls vehicle fires. He sends digital SITREPs as requested or when the vehicle makes contact. He navigates and selects the best route for the ICV and maintains position in platoon formations.

Vehicle Driver

1-61. The driver drives the vehicle under the squad leaders control and under the vehicle commander's control when the squad leader dismounts. He follows terrain-driving procedures and tries to select hull-down positions. He also aids in detecting targets and observing rounds fired. The driver is primarily responsible for operator maintenance of vehicle automotive systems. He assists in navigation by monitoring odometer readings and observing terrain.

WEAPONS

1-62. The Stryker rifle platoon has a variety of direct and indirect fire weapons. Below are the descriptions of the Stryker platoon's weapons.

CARBINE

1-63. The carbine is used to kill or suppress the enemy and provides close-in fires to secure the squad and crew-served weapons. The carbine is a lightweight, shoulder-fired weapon with a short barrel. It provides the Soldier improved handling in close quarters and is capable of rapidly engaging targets at extended range. It is able to mount a variety of accessories to aid in target detection and aiming.

1-64. The Stryker rifle platoon is currently armed with an M4 carbine. The M4 series carbine is a 5.56-mm, magazine-fed, gas-operated, air-cooled, shoulder-fired weapon. It weighs approximately 6.5 pounds unloaded and, with a 30-round magazine, 7.5 pounds loaded.

GRENADE LAUNCHER

1-65. The grenade launcher provides the fire team with a high trajectory, HE capability. It enables the fire team to achieve complementary effects with high trajectory, HE munitions, and the flat trajectory ball ammunition of the team's other weapons. The grenade launcher suppresses and destroys enemy infantry and light armored vehicles, provides smoke to screen and cover his squad's fire and movement, and employs illumination rounds to increase his squad's visibility and mark enemy positions.

1-66. The current grenade launchers are the M203 and M320 mounted on the M4 rifle. Both provide the rifle squad with an effective high-angle weapon to cover dead space and destroy enemy personnel and light armored vehicles. Both have a maximum effective range of 150 meters for point targets and 350 meters for area targets. Both are lightweight, single-shot, breach-loaded, shoulder-fired weapons. For aiming at night, the M320 is equipped with a push-button, infrared (IR) laser pointer that the grenadier can see through his night vision goggles.

SQUAD AUTOMATIC WEAPON

1-67. The SAW provides the squad with a high volume of sustained suppressive and lethal fires for area and point targets. It suppresses enemy infantry and fighting positions, destroys enemy automatic rifle and AT teams, and enables the movement of other teams and squads.

1-68. The Stryker rifle squad is currently armed with the M249 SAW. The M249 SAW is a gas-operated, air-cooled, belt- or magazine-fed automatic weapon. It has a maximum rate of fire of 850 rounds per minute. It can be fired from bipod-steadied position or the shoulder, hip, or underarm position. The primary ammunition feed is the 200-round ammunition box containing a disintegrating metallic split-link belt. As an emergency means of feeding, the M249 SAW can use a 20- or 30-round M4 rifle magazine, but this increases the chance of stoppages.

DESIGNATED MARKSMAN WEAPON

1-69. The designated marksman employs an optically enhanced, general purpose weapon. He receives training available within the unit's resources to improve the squad's precision engagement capabilities at short and medium ranges.

JAVELIN CLOSE COMBAT MISSILE

1-70. The Javelin surface-attack guided missile and launcher is a fire-and-forget, man-portable, medium antiarmor weapon consisting of a command launch unit and a round. It is the squad's primary weapon against enemy armored vehicles. Its top- and direct-attack modes and 2,000-meter range enable the Javelin to defeat current and projected enemy armor threats. The Javelin can be used during the day, at night, and during limited visibility conditions because of its sophisticated sights.

1-71. An individual Soldier operates the Javelin. For dismounted movement or for missions such as an antiarmor ambush, the squad leader can form a Javelin team composed of a gunner and ammunition handler. Although the Infantry platoon has

Javelin teams in its weapons squad, Javelins are tactically employed the same way by both the Stryker and Infantry small units. (See FM 3-22.37 for details on the Javelin close combat missile.)

SHOULDER-LAUNCHED MUNITIONS

1-72. Shoulder-launched munitions are effective against light armored vehicles, field fortifications, or other similar targets. They consist of unguided, free-flight, fin-stabilized, rocket-type cartridges packed in expendable, telescoping launchers (except for the AT4) that also serve as storage containers. These weapons are issued as rounds of ammunition to individual Soldiers in addition to their assigned weapons and the unit's organic antiarmor weapons.

1-73. Each Soldier is trained to fire shoulder-launched munitions. Current shoulder-launched munitions include the M136 AT4; M136A1 AT4 Confined Space, which can fire from enclosed spaces; M72A3 light AT weapon; improved M72A7 lightweight antiarmor weapon; and M141 Bunker Defeat Munition, which is capable of defeating personnel within field fortifications.

MEDIUM MACHINE GUN

1-74. The medium machine gun provides the heavy volume of close and continuous fire that the rifleman needs to accomplish his mission. It can place controlled and accurate fire on targets beyond the ranges of individual weapons. The medium machine gun's long-range, close defensive, and final protective fires (FPF) form an integral part of a unit's defensive fires.

1-75. The weapons squads of the Stryker rifle platoon are currently armed with the M240B. The M240B is a belt-fed, air-cooled, gas-operated, fully automatic machine gun. Ammunition feeds into the weapon from a 100-round bandoleer containing a disintegrating metallic split-link belt. A spare barrel is issued with each M240B, and barrels can be changed quickly as the weapon has a fixed head space.

REMOTE WEAPON STATION

1-76. The RWS provides the ICV and other Stryker variants with an accurate and lethal weapon. It provides the squad and platoon with close-in security and enables the ICV to be used in a support- or attack-by-fire mission.

1-77. The RWS is remotely operated from inside the vehicle compartment, providing armored protection from direct enemy fire. The remote operation of the RWS is done through the integrated semi-ballistic fire control unit (FCU) and control grip (CG). This enables the part of the weapon station above the vehicle deck to be remotely controlled for elevation and depression of the weapon mount and 360-degree traverse rotation. All weapons mounted in the RWS can be manually fired in the degraded mode. The RWS also mounts four M6 smoke grenade launchers with 16 grenades capable of firing two volleys. Use the M6 to mask the movement of the ICV. The RWS is folded with weapon mounted for C130 movement.

1-78. The system also has remote weapon charging capability and firing. A stabilization system enables the operator to track and engage targets while on the move. The tracking and control capabilities of the RWS provide a high first-round hit probability against stationary and moving targets.

Armament

1-79. The RWS is capable of mounting the M2 HB .50-caliber machine gun, the MK19 40-mm grenade machine gun, or the M240B 7.62-mm machine gun. Because of stabilization, the machine guns have different maximum effective ranges than when ground mounted.

Target Acquisition

1-80. The RWS has the following systems to aid the gunner in the acquisition of and ranging to targets:

- Thermal imaging module provides visual images for both day and night operations.
- Video imaging module provides a color day camera for clear and easier target identification.
- Small tactical optical rail mounted laser range finder allows for accurately determining the range to a target. It also provides visible aiming lasers and an IR aiming laser.

INFANTRY CARRIER VEHICLE

1-81. The ICV is an eight-wheeled armored vehicle. It is a four-wheeled drive vehicle with selectable eight-wheeled drive and has—

- Sprint capability of 50 meters in 9 seconds.
- Sustained maximum speed of greater than 60 mph.
- Cruising range at 40 mph for 330 or more miles.
- Central tire inflation system.
- Capability of moving with flat tires.

EMPLOYMENT

1-82. The ICV provides rapid, protected tactical mobility for Infantry squads on the battlefield. The ICV is capable of operating with Infantry and other elements of the combined arms team. The ICV, however, provides only limited protection from direct and indirect fires and is vulnerable to a variety of enemy man-packed and crew-served weapons.

1-83. The ICV is effective in establishing a base of fire separate from or with the base of fire provided by the platoon's weapons squad. These direct fires can ensure the Infantry squad's freedom of maneuver. Because of the accuracy of the RWS, these fires can provide accurate long-range suppressive fires on enemy personnel, bunkers, or emplacements. They can also destroy enemy infantry in daylight or during conditions of limited visibility. The ICV's support-by-fire position can

isolate the platoon's objective by suppressing enemy mutually supporting positions or by firing directly on the platoon's objective.

1-84. Currently, the platoon loses its ability to be automatically identified on the COP once the platoon dismounts and moves away from the ICVs. The leader of the ICVs must then manually enter the platoon's position into and transmit any pertinent information from the dismounted element to the COP.

PROTECTION

1-85. The ICV has several levels of protection depending on the added armor and systems. Its reduced audible and thermal signature and speed provide significant protection. However, it is not a fighting vehicle. Leaders must protect it by using covered and concealed routes and reducing its exposure to effective enemy fire.

FIREPOWER

1-86. The ICV has an RWS that can mount the M2, the MK19 40-mm grenade, or the M240B 7.62-mm machine gun. The RWS is stabilized and mounts both a thermal sight and video camera. It also carries four M6 smoke grenade launchers.

DEPLOYABILITY

1-87. One of the key operational requirements for the Stryker ICV is its strategic and inter-theater mobility. United States Air Force C-130s, C-17s, and C-5s can transport ICVs.

SECTION VI – SOLDIER

1-88. The Soldier is the heart of the Infantry platoon and squad. The Soldier is trained in individual and collective Infantry skills and is imbued with the Army's Warrior Ethos and Values. The Soldier is also a vital part of intelligence gathering.

INDIVIDUAL INFANTRY SKILLS, ETHOS, VALUES, AND RULES

1-89. Every Soldier, from the private enlisted Soldier to the general officer, is first a rifleman. As such, he must be a master of his basic skills: shoot, move, communicate, survive, and sustain. See FM 3-21.75, STP 21-1-SMCT, and Skill Levels 2 and 4 of STP 21-24-SMCT for details.

1-90. The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It echoes through the precepts of the Code of Conduct and reflects a Soldier's selfless commitment to the Nation, mission, unit, and fellow Soldiers. (See FM 3-21.75 for details.)

1-91. The Army Values consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers make the right decision in any situation.

1-92. The Soldier's Rules in AR 350-1 distill the essence of the law of war, outlining the ethical and lawful conduct required of Soldiers in operations.

SOLDIER SURVEILLANCE AND RECONNAISSANCE

1-93. Soldiers must actively observe details in an AO whether or not they are directly related to the commander's critical information requirements or not. They must also be competent in reporting their experience, perception, and judgment in a concise, accurate manner. To accommodate this, leaders must create a climate that allows all Soldiers to feel comfortable reporting what they see and learn on a mission. (See FM 2-91.6 for details on the development of Soldier surveillance and reconnaissance.)

1-94. The art of combat (tactical) collection is fundamental to Soldier surveillance and reconnaissance. This process involves leaders directing and maximizing the collection of combat intelligence by patrols and Soldiers who understand their vital role as collectors of combat information. Tactical collection includes, but is not limited to, tactical and direct questioning, site exploitation, and reporting.

Chapter 2

Command and Control

C2 refers to the process of directing, coordinating, and controlling a unit to accomplish a mission. The two components of C2 are the leader and the C2 information systems. C2 information systems consist of the personnel, information management, procedures, and equipment the platoon leader uses to carry out the operational process (plan, prepare, execute, and assess) within his platoon.

SECTION I – TEXT REFERENCES

2-1. Many aspects of C2 and TLP are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 2-1 consolidates the references for additional information.

Table 2-1. Guide for subjects referenced in text

Subject	*References*
Intelligence	FM 3-21.75
Mission Statement	FM 3-21.8
Tactical Mission Tasks	FM 3-90
Operation Orders	FM 5-0
Troop-Leading Procedures	FM 5-0 FM 3-21.8
Combat Orders	FM 5-0 FM 3-21.8
Course of Action Development	FM 5-0 FM 3-21.8
Reconnaissance	FM 3-21.8
Protection	FM 3-21.8
Composite Risk Management	FM 5-19
Fratricide Avoidance	FM 3-21.8
CBRN Operations	FM 3-11
Air Defense	FM 3-21.8

SECTION II – LEADERSHIP

2-2. At the platoon and squad level, leadership is the most vital component of C2. Leaders provide Soldiers with the following to accomplish a mission:

- **Purpose.** Gives Soldiers a reason to accomplish the mission.
- **Direction.** Gives Soldiers the means to accomplish the mission.
- **Motivation.** Gives Soldiers the will to accomplish the mission.

2-3. To C2, leaders must communicate with their subordinates. Digital radios represent a significant technical improvement over previous systems. Leaders and Soldiers at every level must ensure they know digital radio procedures and how to link digital systems. Soldiers quickly lose these skills, so leaders must constantly work to maintain them through sustainment training.

SECTION III – COMMUNICATIONS

2-4. Stryker platoons and squads are equipped with a sophisticated array of C2, navigational control, and voice frequency modulation (FM) and digital communication capabilities. ICVs for both the platoon leader and platoon sergeant are equipped with inter-vehicular information systems that tie those vehicles and leaders to the C2 hierarchy of the company, battalion, and brigade. When dismounted, the platoon continues to be tied into this system with assistance from the senior vehicle commander.

2-5. Leaders cannot rely on digital communications alone. Digitization does not eliminate the requirement for maps and FM communications. The decision of when to use FM or digital depends on the situation, unit TACSOPs, and level of unit training.

FM COMMUNICATIONS

2-6. Because it is more responsive, FM radio remains the primary means of communication. Multiple stations can monitor the net, and parties can convey emotion during the transmission—a critical tool in assessing and understanding the battlefield situation.

2-7. FM radio is the recommended primary means of communication for—

- Making initial contact report.
- Sending spot reports (SPOTREP).
- Coordinating operations when in contact or moving.
- Calling for fire on targets of opportunity.
- Making subsequent adjustment of fires on planned and unplanned targets.
- Requesting urgent MEDEVAC support.

2-8. Stryker platoons and squads have a variety of FM radios to communicate directly within and outside the platoon. These are both mounted on the ICV and

carried by Soldiers. The platoon can monitor and transmit on the company and platoon radio nets. The FO transmits on the fires radio net.

DIGITAL COMMUNICATIONS

2-9. Digital messaging at the individual, platoon, and company level is the recommended primary means of communication for—

- Transmitting graphics and orders (when the situation allows).
- Sending routine reports, such as sustainment status or requests.
- Requesting MEDEVAC support.
- Sending enemy SPOTREPs when not in contact.
- Transmitting planned call for fire missions (follow up via FM).
- Sending digital CBRN reports. This creates a contaminated area icon across the network. Follow up with an FM report on the company team or battalion task force command net.

2-10. Digital enhancements assist the platoon leaders and other friendly leaders and commanders in gaining and maintaining the initiative against enemy forces. However, the platoon leader must keep in mind several areas in which digitized equipment imposes limitations on the platoon and other friendly units. Table 2-2 summarizes some of the capabilities and limitations of the digitized platoon.

Table 2-2. Capabilities and limitations of digitized platoon

Capabilities	***Limitations***
Digitized equipment— • Provides accurate locations of friendly units. This information reduces the chance of fratricide and enhances situational understanding. • Allows platoon leaders to increase dispersion within the platoon. • Enhances survivability through enhanced awareness of known or suspected enemy locations and obstacles. • Enables leaders to receive, process, and distribute information (including WARNOs, OPORDs, and FRAGOs) in near real time. • Greatly improves maneuver capability on the battlefield through the use of position/navigation (POS/NAV).	• Units not equipped with the improved SINCGARS cannot send digital and voice traffic simultaneously. • Users must physically manipulate digital controls or read digital information, which may cause a loss of situational understanding in the immediate area. • The size of graphics, if too large, could cause the system to run at a slower speed or crash. • If the net server is lost, the platoon loses situational understanding.

FORCE XXI BATTLE COMMAND, BRIGADE AND BELOW

2-11. Force XXI Battle Command Brigade and Below (FBCB2) is a network of computers, global positioning equipment, and communication systems that provides on-the-move, real-time C2 information to units, Soldiers, and leaders. The FBCB2 is for units performing missions at the tactical level (brigade to individual fighting platform). It provides a common database with automated positional friendly information and current operational geometry for friendly and known or suspected enemy forces. FBCB2 provides—

- **COP.** The FBCB2 displays relevant information to all levels of command, showing the user his location, the location of other friendly forces, observed or templated enemy locations, and all known obstacles.
- **Preformatted, Standardized Reports.** The FBCB2 allows leaders to rapidly disseminate reports, graphic overlays, and FRAGOs. The Soldier receives data pushed from all other battlefield systems to maintain real-time operational information.

Basic Components

2-12. Each vehicle in the platoon is equipped with the four basic components of the FBCB2.

- **Global Positioning System (GPS).** Provides precise location, date, and time for reporting real-time friendly locations and for generating laser-designated map spots for reporting purposes.
- **Single-Channel Ground and Airborne Radio System (SINCGARS).** Provides a secure means of transmitting both voice and digital information between units.
- **Enhanced Position Location and Reporting System (EPLRS) and Blue Force Tracker.** Provides secure digital connection and serve as a router, sending message traffic internally within the platoon and out to the company and FS nets. This routing capability ensures that information is passed even if the chain of command is disrupted by physical separation on the battlefield, casualties, or mechanical failures.
- **Lower Tactical Internet.** Consists of the monitor, keyboard, mouse, and computing functions provided by the FBCB2 terminal that allow the crew to access the system. The upper tactical internet consists of a variety of tactical computer systems and communications equipment located primarily at the battalion level and higher.

Friendly Information

2-13. The FBCB2 screen displays an icon for each friendly individual vehicle in the company. This provides the squad leader and vehicle commander with a clear picture of where they are located in relation to the platoon. It provides the platoon leader with a picture of where he is operating in relation to the company.

2-14. While the system functions automatically for vehicles equipped to operate on the tactical internet, it does not provide locations to every friendly element on the

battlefield. For example, the system does not automatically track dismounted squads operating at extended ranges from their ICVs. The platoon sergeant, the senior vehicle commander, or a designated Soldier located with the ICVs must manually enter and update these. In addition, the system does not cover nondigitally equipped units or multinational forces that may be operating adjacent to the platoon. Icons representing these elements may be imported into the FBCB2, but their location is not automatically updated. As a result, the FBCB2 cannot be the sole instrument for clearing fires; it is no substitute for a leader's judgment in preventing fratricide.

Enemy Information

2-15. The FBCB2 creates the COP from both top-down and bottom-up feeds. The S2 inputs enemy icons into the system based on SPOTREPs generated by the brigade reconnaissance squadron, the battalion reconnaissance platoon, units, patrols, UASs, and other information-gathering assets within and outside the battalion. Based on his intelligence preparation of the battlefield, the S2 augments these actual locations with templated positions in the form of a situational template.

Combat Orders and Graphics

2-16. The FBCB2 greatly enhances the speed and precision of the orders process at platoon and company level. The system allows leaders to add or modify operational graphics during the planning process or during execution. This ensures that every element has the most current information to control movement and fires. In addition, platoon leaders can use free text messages to transmit OPORDs, FRAGOs, and situational updates over extended distances without the loss of time and information typical of FM voice communications. Like the standardized reports, orders and graphics can be stored for retrieval and reference.

SECTION IV – MISSION COMMAND

2-17. Mission command is the conduct of military operations through decentralized execution based on mission orders for effective mission accomplishment. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent. Mission command requires an environment of trust and mutual understanding. (See FM 3-0 for more details.)

2-18. The following paragraphs explain what platoon and squadron leaders must do with mission command.

EXPECT UNCERTAINTY

2-19. No plan is executed flawlessly. Dynamic operational conditions, an uncooperative enemy, and the chaos of combat challenge the platoon leader's ability to know what is happening in his immediate AO. Through collected data and information, he must try to understand and envision the evolving operation beyond his personal knowledge and senses. Using all of his personal, technical, and tactical resources helps him develop the situation and reduce uncertainty. Many times, the

situation the leader anticipates during the planning phase will change, which requires flexible, dynamic leadership during the execution of current operations.

REDUCE LEADER INTERVENTION

2-20. Control stifles initiative. When Soldiers expect the platoon or squad leader to make every decision or initiate every action, they may become reluctant to act. To counter this tendency, the platoon leader plans and directs operations in a manner requiring minimum intervention. The platoon leader operates on the principle that trained subordinates with a clear understanding of the mission will accomplish the task.

OPTIMIZE PLANNING TIME FOR SUBORDINATES

2-21. The platoon leader must ensure that the timelines he develops for mission planning and preparation provide adequate troop-leading time for the subordinate elements. A good practice for leaders is to allocate one-third of the time available for his planning and two-thirds for his subordinate's planning.

ALLOW MAXIMUM FREEDOM OF ACTION FOR SUBORDINATES

2-22. Soldiers win battles. Their leaders can only place them in a position where they can seize the opportunity to do so. Given the expected battlefield conditions, leaders at every level must avoid unnecessary limits on their Soldiers' freedom of action. The leader at the decisive point must have the knowledge, training, and freedom to make the correct choice in support of the battalion and company commander's intent. Emphasize this concept at every opportunity and at every level of leadership.

ENCOURAGE INITIATIVE AND CROSS TALK

2-23. Effective leaders encourage subordinates to exercise initiative. Subordinate leaders and Soldiers who are not in leadership positions are often reluctant to recognize that a situation calls for them to accept responsibility and step forward. A good leader encourages initiative and input from anyone with an understanding of the situation. Leaders can set the conditions for initiative by guiding others in thinking through problems for themselves.

2-24. Problem-solving involving direct coordination between subordinate elements is critical to mission command. This cross talk allows subordinates, who may have a better understanding of the problem because of their location or experience, to assess the situation and develop an effective course of action (COA).

LEAD WELL FORWARD

2-25. The platoon or squad leader positions himself where he can best employ his unit and make critical decisions to influence the outcome of the fight. He normally chooses a position with the main effort. This way, he can control his elements while supporting or drawing resources from the main effort as needed. From his forward position, he can use all of the available technology and personal resources to

understand the battlefield. In addition to visual observation, intelligence resources also include radio reports and, if available, information provided via FBCB2. The platoon sergeant positions himself where he can best accomplish his tasks and is best able to assume command of the platoon rapidly when needed.

MAINTAIN COMMON OPERATIONAL PICTURE

2-26. An accurate and current COP is a key tool for the platoon and squad leaders. It identifies friendly locations, suspected or confirmed enemy positions, obstacles, and other information vital to the success of a mission. The same COP is displayed to subordinates, superiors, and adjacent units. However, platoon and squad leaders must understand that the COP is only as accurate as the data fed into it. It may not identify all enemy positions or friendly units that are not equipped with FBCB2.

2-27. Maintaining the COP becomes more difficult as the battlefield loses structure. Modern, highly mobile operations involving small forces lend themselves to a less rigid framework. To envision the battlefield accurately, the platoon leader must know the company's friendly situation, as well as neighboring units, and share what he knows with his subordinates. The platoon leader also must know the terrain and weather and the enemy situation. He must picture enemy and friendly elements through time as well as how the terrain will affect their actions. Analyzing the situation—

- Includes having an understanding of relevant terrain, an understanding of the relationship between friendly and enemy forces, and the ability to correlate battlefield events as they develop.
- Helps leaders form logical conclusions; make decisions that anticipate future events and information; and, if time is short, conduct TLP as fast as possible.
- Provides a basis for platoon leaders, platoon sergeants, and squad leaders to make sound, quick, tactical decisions.
- Reduces fratricide.

Note. Platoon and squad leaders must understand the situation and commander's intent two levels higher than their own and the locations and missions of neighboring friendly units. They must know the real-time battlefield situation in detail for their immediate higher and adjacent units.

SECTION V – INTELLIGENCE

2-28. Information gathered on the battlefield is just information until an intelligence section analyzes the information and processes it into intelligence. Traditionally, the lowest command with a formal intelligence staff element is the battalion. However, the need for current and actionable intelligence has driven the creation of intelligence cells at the company level and has placed emphasis on information gathering at the platoon and squad level. The company intelligence section is a key intelligence source for platoons and squads.

2-29. Intelligence preparation of the battlefield is a systematic, continuous process of analyzing the threat and environment in a specific geographic area. The results of this process directly benefits the platoons and squads by providing—

- Situation templates.
- Enemy COAs.
- Identification of high-value targets.

2-30. The rifle platoons and squads support the intelligence-related operations of the company and higher elements by—

- Accurately reporting enemy or suspicious activity.
- Conducting reconnaissance patrols.
- Establishing OPs.

2-31. Perhaps the most valuable source of intelligence is the individual Soldier. Soldiers and leaders learn to understand that intelligence development is everyone's responsibility through every Soldier is a sensor training.

2-32. See FM 3-21.75 for information on—

- Resources.
- Report levels.
- Size, activity, location, unit, time, and equipment (SALUTE) format.
- Handling and reporting of the enemy.
- Operations security.
- Observation techniques.

SECTION VI – PLANS AND ORDERS

2-33. Plans are the basis for any mission. To develop his plan, the platoon or squad leader summarizes how best to accomplish his mission within the scope of the superior's intent two levels up. The platoon leader uses TLP to turn the concept into a fully developed plan and to prepare a concise, accurate OPORD. He assigns additional tasks for subordinate elements, allocates available resources, and establishes priorities to make the concept work. The platoon leader's plan should be uncomplicated, robust, and well understood by his subordinates.

2-34. Combat operations are fast paced, and time is very limited for planning at the platoon and squad level. Planning based on incomplete information is the norm. The platoon and squad leaders have to make the most of the time available. Parallel planning, where two or more command echelons (such as the company and platoon) are planning for the same mission at nearly the same time, reduces planning time.

MISSION STATEMENT

2-35. The platoon leader uses the mission statement to summarize the upcoming operation. This brief paragraph (sometimes a single sentence) describes the type of operation, the unit's tactical task and purpose, the actions to be taken, and the

reasons for these actions. It is based on the five Ws: who (unit), what (tasks), when (date-time group), where (grid location or geographical reference for the AOs or objective), and why (purpose). The platoon leader must ensure that the mission is thoroughly understood by all leaders and Soldiers two echelons down. (See FM 3-21.8 for more details.) The following considerations apply to the development of the mission statement:

- **Operations.** Operations are groupings of related activities in four broad categories: offense, defense, stability, and support.
- **Tasks.** Tactical tasks are specific activities performed by the unit while it is conducting a form of tactical operation or a choice of maneuver. (See FM 3-90 for a list of defined tactical tasks.)
- **Purpose.** A simple, clearly stated purpose tells subordinates why the platoon is conducting the mission and how the platoon will operate with or provide support for other units.

COMMANDER'S OR LEADER'S INTENT

2-36. The critical requirement for a subordinate receiving an order is to understand what his superior wants him to do. Without this understanding, the subordinate lacks the ability to operate in the absence of detailed orders, may not perceive opportunities to accomplish the mission, and may not be able to accomplish his mission.

2-37. The commander's intent is a clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state. (See FM 3-0 for more details.) The subordinate must understand his commander's or leader's intent two command levels up.

COMBAT ORDERS

2-38. Combat orders are the means by which the platoon leader receives and transmits information, from the earliest notification that an operation will occur through the final steps of execution. WARNOs, OPORDs, and FRAGOs are absolutely critical to mission success. In a tactical situation, the platoon leader and subordinate leaders work with combat orders on a daily basis; thus, they must have precise knowledge of the correct format for each type of order.

2-39. Combat orders at the platoon and squad level are usually given orally (preferred) or as a preformatted message or free text message in FBCB2. Receiving orders and graphics through the FBCB2 saves valuable time during a usually time-constrained period. However, giving orders face-to-face allows any questions or discrepancies to be immediately corrected; giving subordinates a better understanding of the commander's intent.

2-40. Combat orders follow the five paragraph field order format and are—

- **Clear.** State the order so that it can be readily understood.
- **Assign responsibility.** Establish command and support relationships, and fix responsibilities to carry out the plan according to the commander's intent.
- **Complete as possible.** State the mission and provide the necessary information required for execution. Provide control measures that are complete and understandable and that maximize subordinate's initiative.
- **Coordinated.** Provide for direct contact among subordinates; fit together all combat power elements for synchronized, decisive action; impose only necessary control measures; and help identify and provide for mutual support requirements while minimizing the unit's exposure to fratricide.
- **Flexible.** Leave room for adjustments that unexpected operating conditions might cause. The best plan provides for the most flexibility.
- **Timely.** Send plans and orders to subordinates in time to allow them to adequately plan and prepare their own actions. When time is short, accept less than optimum products in the interest of timeliness.

WARNING ORDER

2-41. A WARNO is a preliminary notice of an order or action that is to follow. Platoon leaders alert their platoons by using a WARNO during the planning of an operation and issue additional WARNOs as additional information and guidance becomes available. The amount of detail included depends on the information and time available when the order is issued and the information subordinate leaders need for proper planning and preparation. A WARNO clearly informs the recipient of the present and future tasks he must do. However, a WARNO does not authorize execution other than planning unless specifically stated. WARNOs—

- Allow subordinates to begin to plan their missions.
- Provide a planning timeline.
- Provide a priority of work for rehearsals.

FRAGMENTARY ORDER

2-42. A FRAGO provides timely changes of existing orders to subordinates while providing notification to higher and adjacent commands. At the platoon and squad level, a FRAGO is usually an oral brief or written order that addresses only those parts of the original OPORD that have changed. The OPORD format and all of the five-paragraph headings are used. After each heading, state either "no change" or the new information. This ensures that recipients know they have received the entire FRAGO. A FRAGO may—

- Communicate changes in the enemy or friendly situation.
- Change tasks of subordinate elements based on changes in the situation.
- Implement timely changes to existing orders.

- Provide pertinent extracts from more detailed orders.
- Provide interim instructions until the leader can develop a detailed order.

TACTICAL STANDING OPERATING PROCEDURES

2-43. Most battalion-level units have written TACSOPs that detail unit-specific techniques and procedures that commanders standardize routine or recurring actions not needing their personal involvement. All members of the platoon should be thoroughly familiar with and follow the guidance provided by the unit's TACSOP. When attached to another unit with its own TACSOP, the Stryker platoon follows that unit's guidance where applicable (especially required reports and coordination).

2-44. Develop TACSOPs from doctrinal sources, applicable portions of higher HQ published procedures, the commander's guidance, and techniques and procedures developed through experience. TACSOPs must be as complete as possible so that new arrivals or newly attached units can quickly become familiar with the unit's normal routine. In general, TACSOPs apply until commanders change them to meet altered conditions or practices.

BATTLE DRILLS

2-45. The platoon leader usually initiates a battle drill when enemy contact is made. A battle drill can be initiated following reports or observation of enemy activity or ordered upon receipt of enemy fires. It provides virtually automatic responses to situations in which the immediate, violent execution of an action is vital to the platoon's safety or its success in combat. Battle drills allow the platoon leader to protect the platoon from the effects of enemy fires, quickly mass the platoon's fires, or move or deploy the platoon to a position of advantage over the enemy.

2-46. Battle drills describe how platoons and squads apply immediate action without applying a deliberate decision-making process. They are used to initiate rapid fire and maneuver to commonly encountered situations and equipment malfunctions. Battle drills require leaders to make rapid decisions and quickly issue clear and concise orders. They require subordinates and Soldiers to know their responsibilities and to rapidly execute key actions. Practice and rehearse battle drills.

2-47. Stryker units can modify existing or develop their own battle drills to counter specific enemy actions in their AO. Refer to Digital Training Management System (DTMS) for more information on how to conduct battle drills. Army-wide battle drills for Stryker units follow:

- React to enemy contact when dismounted or mounted.
- Break contact when under enemy fire while dismounted or mounted.
- React to ambush.
- Knock out bunkers.
- Enter building and clear room.
- Enter and clear a trench.
- Conduct initial breach of a mined wire obstacle.

SECTION VII – TROOP-LEADING PROCEDURES

2-48. TLPs begin when the platoon leader receives the first indication of an upcoming mission and they continue throughout the operational process (plan, prepare, execute, and assess). TLPs comprise a sequence of actions that help platoon leaders use available time effectively and efficiently to issue orders and execute tactical operations. TLPs are not a hard and fast set of rules, but rather a guide that must be consistently applied with the situation and the experience of the platoon leader and his subordinate leaders.

2-49. The following information concerning TLPs assumes that the platoon leader will plan in a time-constrained environment. As such, the suggested techniques are oriented to help a platoon leader quickly develop and issue a combat order. (See FM 5-0 for the doctrinal TLPs step details.) The following are the steps in the TLPs process:

Step 1. Receive the mission.

Step 2. Issue a WARNO.

Step 3. Make a tentative plan.

Step 4. Start necessary movement.

Step 5. Reconnoiter.

Step 6. Complete the plan.

Step 7. Issue the complete order.

Step 8. Supervise.

2-50. The tasks involved in some actions (such as initiating movement, issuing the WARNO, and conducting reconnaissance) may recur several times during the process. The last action (activities associated with supervising and refining the plan) occurs continuously throughout TLPs. The squad leader conducts TLPs the same way as the platoon leader.

SECTION VIII – PROTECTION

2-51. Protection is the preservation of the SBCT Infantry platoon and squad's fighting potential so leaders can apply maximum force at the decisive time and place. (See FM 3-21.8 for more details.)

COMPOSITE RISK MANAGMENT

2-52. Composite risk management is the Army's primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. Risk, or the potential for risk, is always present. The primary objective of composite risk management is not to remove but to mitigate risk. During combat operations, units conduct composite risk

management to enable them to win the battle quickly and decisively with minimal losses. (See FM 5-19 for more details.)

FRATRICIDE AVOIDANCE

2-53. Fratricide is the employment of friendly weapons with the intent of killing the enemy or destroying his equipment that result in the unforeseen and unintentional death or injury of friendly personnel. Fratricide prevention is the platoon leader's responsibility. (See FM 3-21.8 for more details.)

EFFECTS

2-54. The effects of fratricide within a unit can be devastating to morale, good order, and discipline. Fratricide causes unacceptable losses and typically affects the unit's ability to survive and function, increasing the risk of mission failure.

CAUSES

2-55. The lack of positive target identification and inability to maintain situational awareness during combat operations are major contributors to fratricide. Leaders must identify any of the factors that may affect their units and then strive to eliminate or correct them. The primary causes of fratricide are—

- Vague or unclear C2.
- Poor target recognition and acquisition.
- Failures in the direct fire control plan.
- Failures in land navigation.
- Failures in combat identification.
- Inadequate control measures.
- Failures in reporting and communications.
- Individual and weapons errors.
- Battlefield hazards.
- Reliance on instruments.

CBRN OPERATIONS

2-56. CBRN weapons cause casualties, destroy or disable equipment, restrict the use of terrain, and disrupt operations. The enemy may use CBRN weapons separately or in combination with conventional weapons. The Stryker rifle platoon must be prepared to operate in a CBRN-contaminated battlefield without it degrading the platoon's overall effectiveness. (See FM 3-11 for more details.) The four types of CBRN weapons are—

- **Chemical.** Chemical agents intended for use in military operations to kill, seriously injure, or incapacitate mainly through physiological effects. The term excludes riot control agents when used for law enforcement purposes, herbicides, smoke, and flames.
- **Biological.** Biological agents are microorganisms that cause disease in personnel, plants, or animals or cause the deterioration of material.

- **Radiological.** Radiological dispersal devices improvised assemblies or processes, other than nuclear explosive devices, designed to disseminate radioactive material to cause destruction, damage, or injury.
- **Nuclear.** Nuclear weapons are complete assemblies capable of producing the intended nuclear reaction and energy release.

2-57. Protection of the force requires adherence to the three principles of CBRN defense:

- Contamination avoidance.
- Protection.
- Decontamination.

AIR DEFENSE

2-58. The Stryker platoon's best air defense is passive. If the enemy aircraft cannot identify the platoon, it cannot damage it. The Stryker platoon is especially vulnerable to attacks from the air during mounted movement. When traversing dry and open areas, the vehicle can generate telltale dust clouds. High vegetation, such as trees, may provide adequate concealment from enemy aircraft. If an air threat exists, the Stryker platoon should mount air guards and be prepared to engage with the RWS. Enemy UASs may be an especial threat because they can observe and adjust fires onto the Stryker platoon while being difficult to identify. They also have the potential to carry weapons or to be used as weapons themselves (for example, flying a UAS into a target).

2-59. Air defense assets may operate in and around the Stryker platoon's AO. However, the platoon is unlikely to receive task organized air defense assets. Therefore, the platoon must be prepared to conduct its own active air defense operations. The Stryker platoon relies on disciplined, passive air defense measures, and the ability to engage aerial platforms actively with organic weapons systems. Troops should be familiar with air defense assets, capabilities, operational procedures, and self-defense measures. Operate the RWS in the hand-held degraded mode to lead enemy aircraft. (See FM 3-21.8 for details on air defense.)

Chapter 3

Offensive Operations

The Stryker platoon has great flexibility due to its organic mobility and robust Infantry organization. Success for the Stryker platoon depends on its ability to maximize this organic flexibility to mass combat power at key times and places. Its increased mobility used in conjunction with its Infantry allows the Stryker platoon to move fast and far and react quickly to changes in the tactical situation. Chapter 3 explains the platoon's conduct of offensive techniques and procedures.

SECTION I – TEXT REFERENCES

3-1. Much of the planning and execution of offensive operations are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 3-1 consolidates the references for additional information.

Table 3-1. Guide for subjects referenced in text

Subject	*References*
Offensive Planning Considerations	FM 3-21.8
Sequence of Offense	FM 3-21.8
Tactical Mission Tasks	FM 3-90
Security During Movement	FM 3-21.8
Movement Formations	FM 3-21.8
Countersniper Techniques	FM 3-06.11
Breaching	FM 3-21.8
Raids and Ambushes	FM 3-21.8
Movement to Contact	FM 3-21.8
Search and Attack	FM 3-21.8
Urban Operations	FM 3-06.11
Nonverbal Signals	FM 21-60
Obstacle Reduction	FM 90-7

SECTION II – FUNDAMENTALS

3-2. Offensive operations are decisive. During offensive operations, the platoon closes with the enemy by means of fire and maneuver to destroy or capture him or to repel his assault by fire, close combat, and counterattack. While tactical

considerations may call for the platoon to execute defensive operations for a period of time, defeat of the enemy requires a shift to offensive operations. To ensure the success of the attack, the platoon leader must understand the fundamentals of offensive operations. A sound doctrinal foundation during offensive planning assists the platoon leader in capitalizing on the tactical flexibility of the Stryker platoon.

3-3. Offensive fundamentals are the same for both Stryker and Infantry small units. Stryker units can move more quickly when not in enemy contact to gain a position of advantage before dismounting. Their reconnaissance and surveillance assets allow them to see the enemy and disseminate information throughout the organization more quickly.

CHARACTERISTICS

3-4. Below are characteristics of offensive operations.

SURPRISE

3-5. Platoons achieve surprise by attacking the enemy at a time or place he does not expect or in a manner for which he is unprepared. Unpredictability and boldness, within the scope of the commander's intent, help the platoon gain surprise.

CONCENTRATION

3-6. Platoons achieve concentration by massing the effects of their weapons systems and rifle squads to achieve a single purpose. Massing effects does not require all elements of the platoon to be collocated; it requires the effects of the weapons systems to be applied at the right place and time. Navigation tools, such as GPS, allow the platoon leader to remain dispersed while retaining the ability to quickly mass the effects of the platoon's weapons systems.

TEMPO

3-7. Tempo is the rate of speed of military action. Controlling or altering that rate is essential for maintaining the initiative. While a fast tempo is preferred, the platoon leader must remember that synchronization sets the stage for successful accomplishment of the platoon's mission. It is more important to move using covered and concealed routes than it is to maintain precise formations and predetermined speeds.

AUDACITY

3-8. Audacity is a boldly executed simple plan. Knowledge of the commander's intent one and two levels up allows the platoon leader to take advantage of battlefield opportunities whenever they present themselves. Audacity enhances the effectiveness of the platoon's support for the entire offensive operation.

PLANNING CONSIDERATIONS

3-9. Planning and coordination are critical for success. The planning and coordination requirements and procedures for offensive operations are the same for

both Stryker and Infantry units. (See FM 3-21.8 for more details.) The Stryker platoon leader, however, must consider the—

- Speed of the ICV.
- Increased firepower of the ICV and supporting weapons.
- Ability to rapidly bring combat power to bear at the decisive point with enhanced communication and coordination capabilities.

SEQUENCE

3-10. As the platoon leader plans for an offensive mission, he considers the following sequence of events that applies to most, but not all, offensive operations:

- Assembly area (AA).
- Reconnaissance.
- Movement to the line of departure (LD).
- Maneuver.
- Deployment and dismount point.
- Assault.
- Consolidation and reorganization.

Note. Because of the reduced noise of the ICV, weapons range, effects, and obscuration, the dismount point can be closer to the objective.

3-11. There is no substantive difference between Stryker and Infantry units in the sequence of offensive operations. (See FM 3-21.8 for more details.)

TACTICAL MISSION TASKS

3-12. The following are select tactical mission tasks that a platoon may receive that are typically associated with offensive operations. (See FM 3-90 for a list of common tactical mission tasks.)

Note. The situations used in this section are examples only. They are not applicable in every tactical operation, nor are they intended to prescribe any specific method for achieving the purpose of the operation.

BREACH

3-13. A platoon may conduct a breach to break through or secure a passage through an enemy defense, obstacle, minefield, or fortification. A platoon can participate in a hasty breach or as part of a larger unit during the conduct of a deliberate breach. A deliberate breach requires a synchronized combined arms operation.

DESTROY

3-14. A platoon destroys an enemy force when it physically renders an enemy force combat-ineffective until it is reconstituted. A well-trained and equipped enemy is difficult to destroy. A platoon destroys an enemy force by—

- Executing an ambush where the entire enemy element is in the kill zone (KZ).
- Using surprise direct and indirect fires into an engagement area (EA).
- Coordinating direct and indirect fires onto an objective.
- Massing indirect fires onto an unprepared enemy.

SEIZE

3-15. A platoon has seized an objective when it physically occupies it and the enemy can no longer place direct fire on it. A platoon may seize during either offensive or defensive operations. Examples include a platoon seizing—

- The far side of an obstacle as part of a company team breach.
- A portion of an enemy defense as part of a company team deliberate attack.
- Key terrain to prevent its use by the enemy.

SUPPRESS

3-16. A platoon has suppressed the enemy when the enemy cannot prevent U.S. forces from accomplishing their mission. Suppressing the enemy is a temporary measure. Units in support- and attack-by-fire positions often use suppressive fires to accomplish their mission. Platoons often use suppressive fires to—

- Allow further movement of friendly forces.
- Isolate an objective by suppressing enemy units in mutually supporting positions.
- Cover the dismounted assault element from the LD to the objective.

SECTION III – MOVEMENT

3-17. At the platoon and squad level, the purpose of tactical movement is to move units on the battlefield either to initiate contact with the enemy or to reach a destination when contact with the enemy is likely.

3-18. The platoon must plan, rehearse, and execute a combination of mounted and dismounted movement. The platoon operates with and without vehicle support, so they must understand how to move and maneuver in either tactical situation. Movement during dismounted operations is similar to mounted movement but requires more C2 due to its decentralized nature.

MOVEMENT FORMATIONS

3-19. The platoon leader uses formations to relate one vehicle or squad to another on the ground and to position firepower to support the direct fire plan. He also uses them to establish responsibilities for sector security among vehicles or squads and to aid in the execution of battle drills and directed COAs.

PLANNING CONSIDERATIONS

3-20. Just as they do with movement techniques, platoon leaders plan formations based on where they expect enemy contact and on the higher commander's plans to react to contact.

3-21. In planning and executing movement, leaders must consider the fluidity of formations. Spacing requirements, as well as other METT-TC variables, require the platoon to adapt basic formations. Leaders must stay ready to adjust the distance of individual vehicles based on terrain, visibility, and mission requirements.

3-22. The platoon generally moves in formation and follows the platoon leader's ICV when using traveling or traveling overwatch. When using bounding overwatch, the bounding element makes the best use of the terrain. Only in this way can it move effectively while maintaining adequate security.

Note. The formations shown in the illustrations in this chapter are examples only. Generally, they are depicted without METT-TC and are always the most crucial element in the selection and execution of a formation. Leaders must be prepared to adapt their choice of formation to the specific situation.

SECURITY

3-23. Information on friendly locations, the tactical situation, and the enemy is available to the leader via the FBCB2. However, nothing replaces personal observation (scanning the terrain and looking for the enemy). (See FM 3-21.8 for details on security during movement.) The platoon leader also considers the—

- Effects of terrain on security. He uses the results of reconnaissance, UAS overflights, map reconnaissance, and other means to analyze the terrain and to find the best covered and concealed route for his mission.
- Most recent situational update and the level of C2 needed for the mission when selecting formations and movement techniques. He chooses the option that provides the greatest security while accomplishing the mission.

DISMOUNTED MOVEMENT FORMATIONS

3-24. Stryker Infantry platoons and squads normally move mounted until the situation requires them to dismount. The platoons and squads move alone or as part of a larger dismounted element. Fire teams usually move in a wedge while the platoons and squads, depending on the situation and the likelihood of enemy contact,

use a variety of dismounted formations and techniques. (See FM 3-21.8 for more details.)

Fire Team Formations

3-25. The fire team wedge is the basis for all squad and platoon formations. When the terrain precludes use of the wedge, the fire team uses the modified wedge.

Wedge

3-26. The wedge is the standard formation for the fire team. It is an adaptable formation in which the team leader leads by example. It provides good all-round security and fires to the front and flanks. With the fire team leader in the lead, it is flexible and easy to control. It is also easy for the fire team members to know and maintain their position within the wedge.

3-27. During movement, the fire team normally remains as a unit; becomes, or is part of, the bounding or base of fire element; and continues to use the wedge. The Soldier routinely remains in the same position within the fire team wedge.

Modified Wedge

3-28. The modified wedge is a compression or flattening of the basic wedge. The fire team uses this formation in close terrain, when traversing dense vegetation, and during limited visibility conditions. It is the easiest to control but lacks flexibility, permits maximum firepower only to the flanks, and is the least secure. The fire team automatically reassumes the wedge formation as soon as possible.

Squad Formations

3-29. The phrase "squad formation" refers to the relative locations of the fire teams. The squad formation usually has an automatic rifleman and a grenadier, one from each of the fire teams, on each side.

Column

3-30. The trail fire team follows the lead fire team with the squad leader in between or forward to give guidance to the lead team leader. The column provides good dispersion laterally and in depth and good all-round security. It permits the lead fire team and both teams to fire to the front. It is also flexible and allows the trail team to maneuver if the lead team makes enemy contact.

Line

3-31. The line is effective during the assault and other situations in which maximum firepower is needed to the front. The two fire teams move abreast with the squad leader usually in the center to best control his fire teams. It is more difficult to control than the column and is not very flexible because both teams are committed. It has good security to the front but poor flank security.

File

3-32. The squad file is similar to the fire team file and is used in close terrain, when traversing dense vegetation, and during limited visibility conditions. It provides excellent control but has poor dispersion and limited security to the front.

Platoon Formations

3-33. Unless directed by the company commander, the platoon leader selects his platoon's formation based on the METT-TC variables. The platoon's formation does not need to be the same as the company's formation. However, the platoon leader must coordinate his formation with other elements moving in the main body team's formation. When dismounted, the squad's formation may, unless directed by the platoon leader, also differ from the platoon's formation. For example, the platoon could move in wedge formations within a company vee.

3-34. Dismounted platoon formations include the column, line (squads on line or in column), vee, wedge, left and right echelon, and file.

Position of Leaders

3-35. The platoon leader positions himself where he can best control his squads. For example, when the platoon is in a file formation, the platoon leader may position himself within the lead squad. He must be careful that his position does not become predictable, allowing the enemy to target him. When moving with the dismounted element, the platoon sergeant locates himself where the platoon leader directs. He is often in the rear of the formation and physically separated from the platoon leader.

Position of Crew-Served Weapons

3-36. The weapons squad must quickly respond to the platoon leader's orders and the situation. Its two machine gun teams must be ready to establish a base of fire once the platoon makes or expects to make contact. Therefore, the squad must maneuver to a good firing position and not be fixed from the initial contact. The platoon leader may position his machine gun teams as follows:

- Have both teams move with him.
- Have one team with him and the other with the platoon sergeant.
- Attach one or both teams to squads.

MOUNTED MOVEMENT FORMATIONS

3-37. When mounted, the platoon uses the following formations (based on METT-TC variables).

Column

3-38. The platoon uses the column formation when speed is critical, when moving through restricted terrain on a specific route, or when enemy contact is not likely. Each vehicle normally follows directly behind the vehicle ahead. If the situation dictates, however, vehicles can disperse laterally to enhance security (see Figure 3-1). Vehicles can also close up into a file while moving through restricted terrain

and then spread out once clear. Commander's panoramic viewer (CPV) provides commander with 360° independent viewing capability. CPV stabilization is independent from gun and turret stabilization when operated in search mode. The column formation—

- Provides excellent control and fires to the flanks.
- Permits only limited fires to the front and rear.
- Is easy to control.
- Provides extremely limited overall security.
- Is normally used for traveling only.

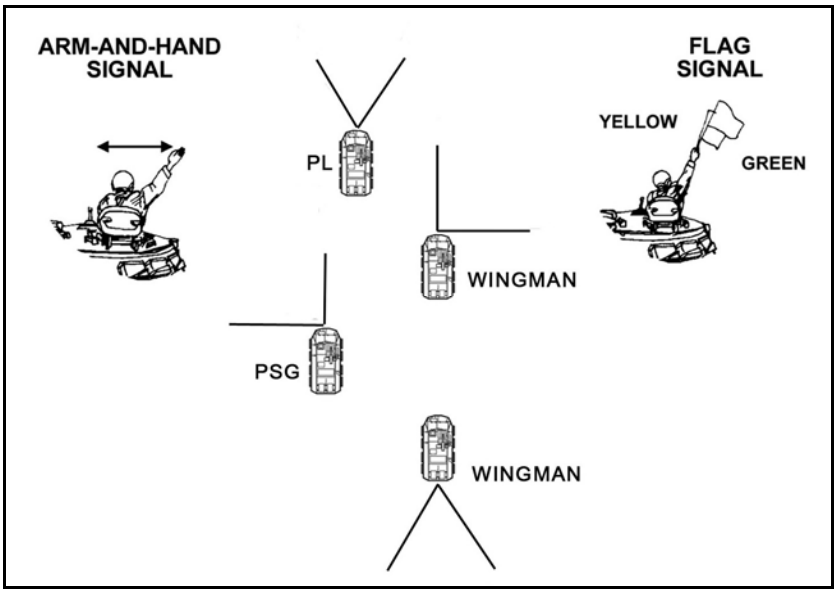

Figure 3-1. Column formation

Wedge

3-39. The platoon uses the wedge formation when contact is possible or the enemy situation is unclear (see Figure 3-2). In this formation, the platoon leader and the platoon sergeant are in the center of the formation, with their wingmen located to the rear of and outside of them. This is not true in all tactical situations. The wedge formation—

- Permits excellent fires to the front and good fires to the flanks.
- Is easy to control.
- Provides good security to the flanks.
- Can be used with the traveling and traveling overwatch techniques.
- Allows rapid transition to bounding overwatch.

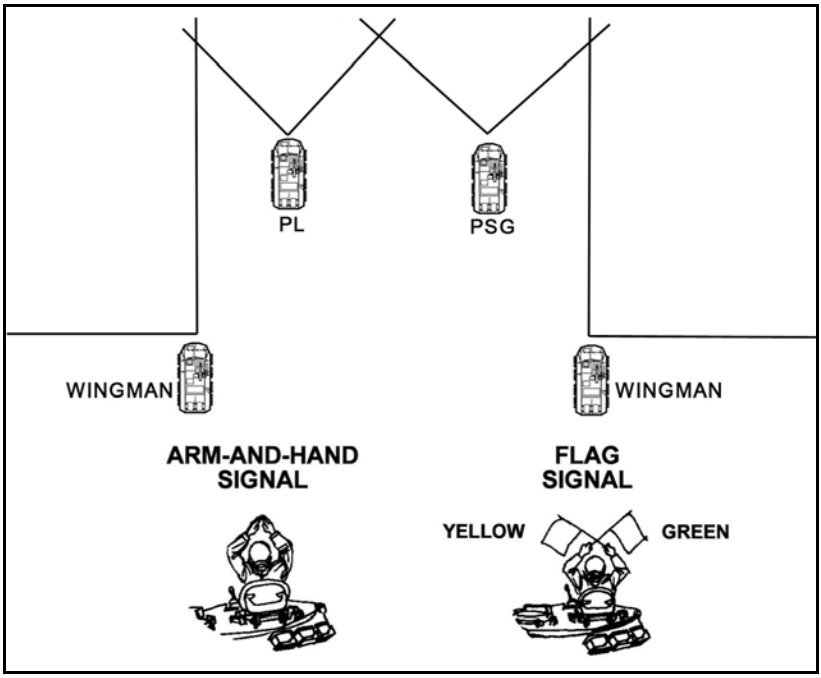

Figure 3-2. Wedge formation

Line

3-40. The platoon primarily uses the line formation when assaulting a weakly defended objective, crossing open areas, or in a support-by-fire position (see Figure 3-3). The line formation—

- Permits maximum fires to the front or rear and minimum fires to the flanks.
- Is more difficult to control.
- Is less secure than other formations because of the lack of depth.
- Is the most difficult formation from which to transition to other formations.
- May be used in the assault to maximize firepower and shock effect of the platoon, typically when—
  - No intervening terrain is between the unit and the enemy.
  - AT systems are suppressed.
  - Unit is exposed to artillery fire and must move rapidly.

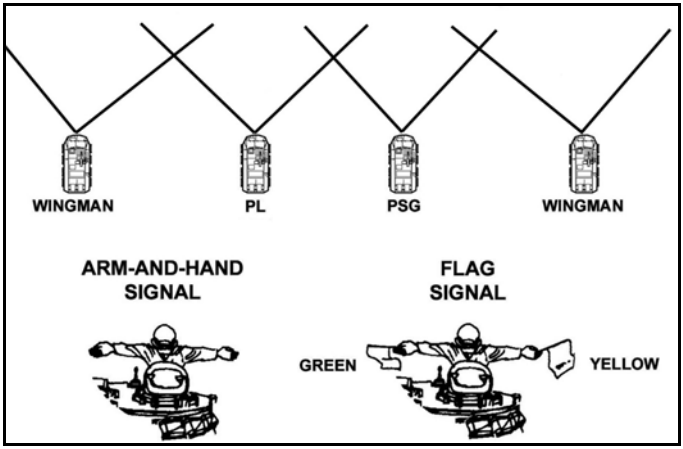

Figure 3-3. Line formation

Left and Right Echelon

3-41. The platoon uses the echelon formation when the company wants to maintain security or observation of one flank and enemy contact is not likely (see Figure 3-4). The platoon uses the echelon formation to cover an exposed flank of a larger force. The echelon formation—

- Is difficult to control.
- Affords excellent security for the higher formation in the direction of the echelon.
- Facilitates deployment to the echelon flank.

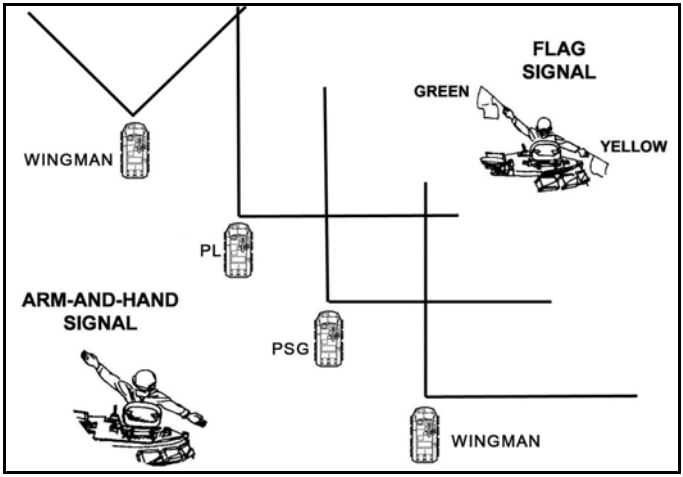

Figure 3-4. Right echelon formation

Coil and Herringbone

3-42. The platoon employs the coil and herringbone formations when stationary and to maintain 360-degree security.

Coil

3-43. The coil provides all-round security and observation when the platoon is stationary (see Figure 3-5). The platoon also uses the coil for tactical refueling, resupply, and issuing platoon orders. When in a coil, leaders post security.

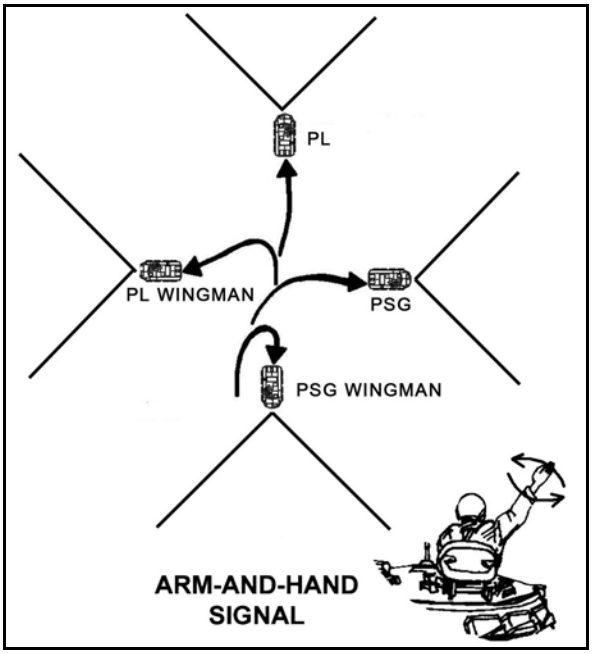

Figure 3-5. Coil formation

Herringbone

3-44. The platoon leader uses the herringbone during temporary halts and air attacks or when getting off a road to allow another unit to pass (see Figure 3-6). It lets the platoon move to covered and concealed positions off a road or from an open area and establish all-round security without issued detailed instructions. The squad leader repositions the vehicle as necessary to take advantage of the best cover, concealment, and fields of fire. Fire team members dismount and establish security.

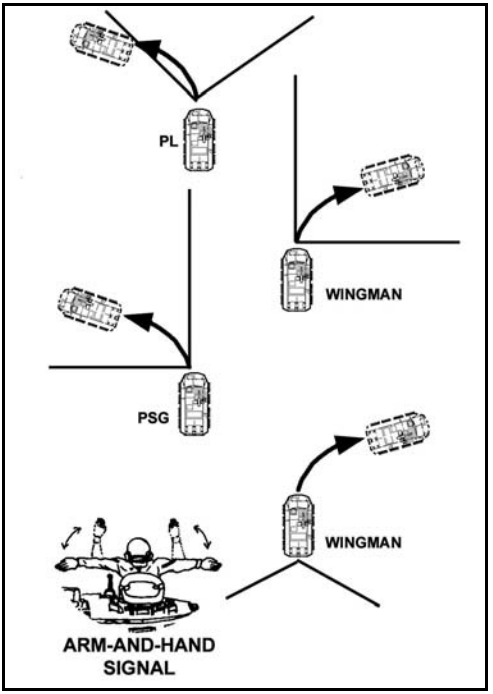

Figure 3-6. Herringbone formation

MOVEMENT TECHNIQUES

3-45. Movement techniques describe the position of squads and, when dismounted, fire teams in relation to each other during movement when not in enemy contact. Platoons and squads use three movement techniques: traveling, traveling overwatch, and bounding overwatch (see Table 3-2).

Table 3-2. Movement techniques and characteristics

Movement Techniques	*When Normally Used*	*CHARACTERISTICS*			
		Control	*Dispersion*	*Speed*	*Security*
Traveling	Contact not likely	More	Least	Fastest	Least
Traveling overwatch	Contact possible	Least	More	Slower	More
Bounding overwatch	Contact expected	Most	Most	Slowest	Most

3-46. Traveling and traveling overwatch differ only in the distance between the lead and trailing elements. During bounding overwatch, the platoon or squad expects contact and is prepared to immediately return fire. The leader, therefore, establishes an overwatch position with one of his units while another moves to another position.

Leaders base their selection of a particular movement technique on the likelihood of enemy contact and the requirement for speed.

3-47. Like formations, movement techniques provide varying degrees of control, security, and flexibility. Movement techniques differ from formations in two ways:

- Formations are relatively fixed; movement techniques are not. Squad leaders do not have to maintain a set position within the platoon and can concentrate more on the movement of the squad. The distance between moving units or the distance that a squad bounds away from an overwatching squad varies based on METT-TC variables.
- Formations allow the platoon to weight its maximum firepower in a desired direction; movement techniques allow squads to make contact with the enemy with the smallest element possible. This allows leaders to establish a base of fire, initiate suppressive fires, and attempt to maneuver without first having to disengage or be reinforced.

PLANNING CONSIDERATIONS

3-48. Ideally, the overwatch element maintains visual contact with the bounding element. However, the leader of the overwatch element may have the ability to digitally track the location of the bounding element without maintaining visual contact. This provides the bounding element more freedom in selecting covered and concealed routes to its next location. Before a bound, the platoon leader gives an order to his squad leaders from the overwatch position. He tells and shows them—

- Direction or location of the enemy (if known).
- Positions of the overwatching squad.
- Next overwatch position.
- Route of the bounding squad.
- What to do after the bounding squad reaches the next position.
- Which signal the bounding squad uses to announce it is prepared to overwatch.
- How the squad receives its next orders.

3-49. The two methods of bounding squads are successive and alternate (see Figure 3-7).

Successive

3-50. In successive bounds, the lead element is always the same. If the platoon uses successive bounds, the lead squad, covered by the trail squad, advances and occupies a support-by-fire position. The trail squad advances to a support-by-fire position abreast the lead squad and halts. The lead squad moves to the next position, and the move continues. Only one squad moves at a time, and the trail squad avoids advancing beyond the lead squad. The platoon leader or squad leader often uses successive bounds when one of his units is more suited as an overwatch element, such as a unit with an MGS or a machine gun team. Successive bounds are slower but more secure.

Alternate

3-51. In alternate bounds, the lead element changes. Covered by the rear squad, the lead squad moves forward, halts, and assumes overwatch positions. The rear squad advances past the lead squad and takes up overwatch positions. The initial lead squad then advances past the initial rear squad and takes up overwatch positions. Only one squad moves at a time. The platoon leader or squad leader often uses alternating bounds when his units have similar capabilities, such as the rifle squads (mounted or dismounted) and fire teams. Alternating bounds are faster but somewhat less secure.

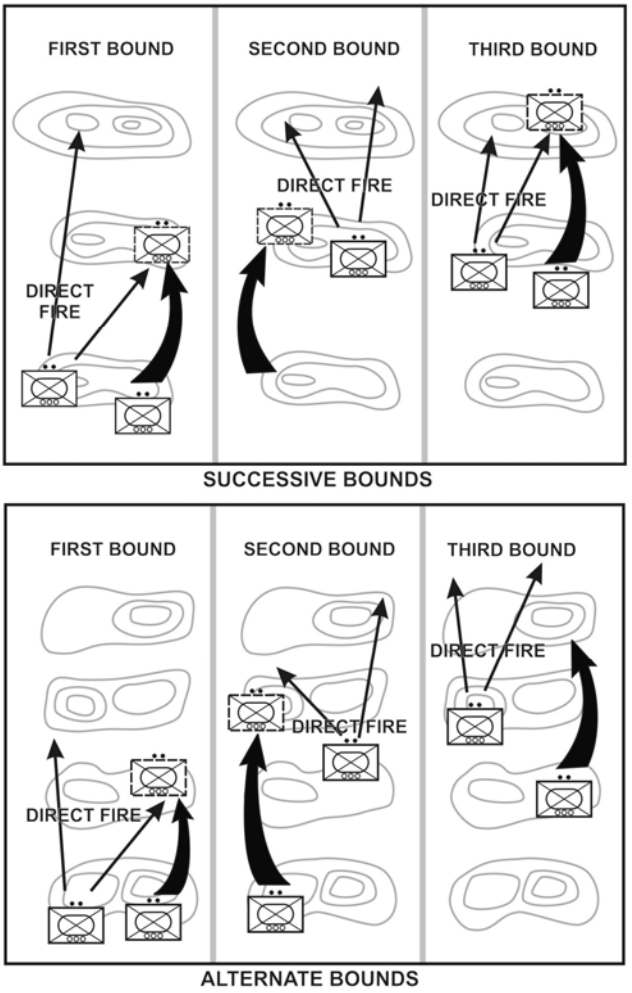

Figure 3-7. Successive and alternate bounds

DISMOUNTED MOVEMENT TECHNIQUES

3-52. The SBCT platoons and squads normally move mounted until the situation requires them to dismount. Once dismounted, fire teams usually move in wedge formations, and the platoon or squad uses one of the three movement techniques based on the likelihood of enemy contact. (See FM 3-21.8 for more details.)

MOUNTED MOVEMENT TECHNIQUES

3-53. The platoon leader bases his decision on which movement technique to use based on the enemy situation. As the probability of enemy contact increases, the platoon leader adjusts the movement technique to provide greater security. Digitized and limited-visibility equipment provide the leader with a clearer update of the situation. Based on the most recent update, the leader executes either the traveling, traveling overwatch, or bounding movement technique. For example, if the platoon leader receives an enemy update from higher HQ showing the enemy much closer to the platoon than originally anticipated, he immediately switches from the traveling to the bounding technique.

Traveling

3-54. The platoon travels mounted when contact with the enemy is not likely and speed is required (see Figure 3-8). Because units generally move faster when traveling, mounted leaders must be aware of the increased potential for breaks in contact.

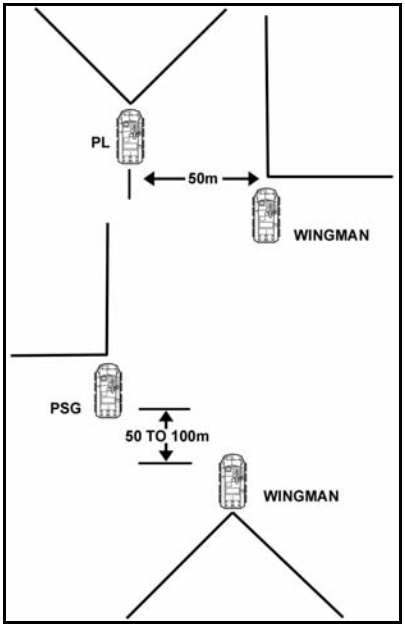

Figure 3-8. Traveling

Traveling Overwatch

3-55. The platoon uses traveling overwatch when enemy contact is possible (see Figure 3-9). The leader designates one of his subordinate elements to provide security forward of the main body. The security element may increase its distances from the main body as a result of improved enemy and friendly situational information. Alternatively, it may decrease its distance from the main body due to terrain or visibility restrictions. Leaders track the movement of and use position updates to ensure the forward security element is on azimuth and does not exceed the range of supporting direct fires. Likewise, the security element leader confirms his location and direction using POS/NAV information. Should a break in contact occur, the—

- Leader or detached element uses GPS aids to reestablish contact with the main body.
- Platoon's main body uses an IR or thermal source to regain visual contact with the element and link it back to the main body.

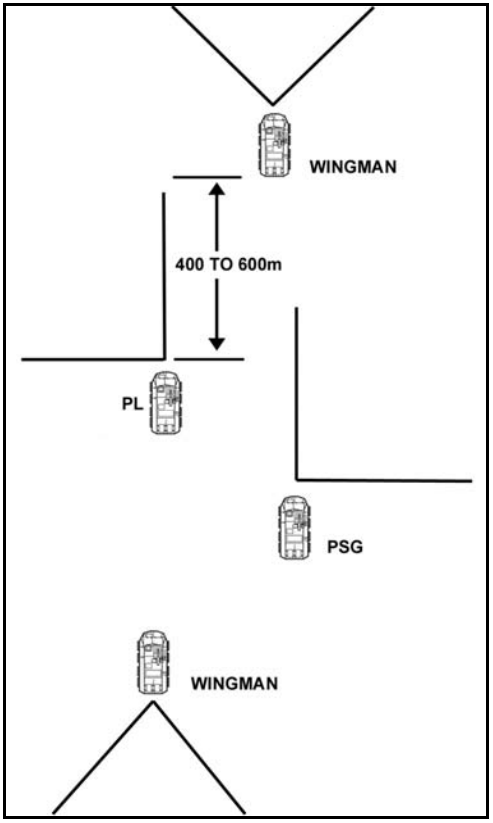

Figure 3-9. Traveling overwatch

Bounding Overwatch

3-56. The platoon uses bounding overwatch when enemy contact is likely (see Figure 3-7). The leader initiates bounding overwatch based on planning information received earlier from the enemy situation and SITREPs received during movement.

3-57. Once the bounding element reaches its overwatch position, it signals it is ready to overwatch using voice communications or a visual signal. The platoon leader must not allow the bounding element to exceed the weapons range of the element even though IR and digital technology allows the leader to control movement beyond the range of his organic direct fire weapons.

SIMULTANEOUS DISMOUNTED AND MOUNTED MOVEMENT

3-58. Both the mounted and dismounted elements of a Stryker platoon can simultaneously move and provide mutual support. This is often done in urban areas. The following paragraphs discuss the considerations for this technique in rural and urban conditions.

RURAL

3-59. The platoon leader can use different dismounted and mounted configurations in a rural **Error! Bookmark not defined.**operation, to include the following:

- Dismount the entire platoon.
- Dismount one fire team per squad.
- Dismount the lead ICV's dismounted element.
- Dismount the trail ICV's dismounted element.
- Rotate Infantry during long movements.
- Place air guards in vehicles.

3-60. Advantages to using Infantry in the dismounted role follow:

- Additional local security.
- Quicker initial reaction to an ambush.
- Quicker implementation of a battle drill.

3-61. Disadvantages to using Infantry in the dismounted role follow:

- Slower movement.
- Increased risk to the dismounted Infantry.
- Need to rotate Infantry during long movements.
- Need to remount Infantry if increased speed becomes necessary.

URBAN

3-62. When moving in an urban area, squads and platoons use modified variations of the traveling, traveling overwatch, and bounding overwatch movement techniques. The ICVs and MGSs, if available, can be in overwatch behind the dismounted elements. The vehicles require dismounted Infantry to provide local

security. Dismounted squads and fire teams may use the modified wedge (file or column) to move through restricted terrain or to take advantage of available cover.

3-63. Leaders must be aware of the three-dimensional aspect of urban terrain. Squads and platoons are vulnerable to sniper fire; therefore, to prevent excess casualties, countersniper techniques must be well rehearsed and implemented. (See FM 3-06.11 for details on countersniper techniques.)

ACTIONS AT DANGER AREAS

3-64. When analyzing the terrain during TLP, the platoon leader may identify danger areas. A danger area is any area on the route where the terrain exposes the platoon to enemy observation, fire, or both. Examples include large open areas, roads and trails, and bridges or crossing sites over water obstacles. When planning the route, the platoon leader marks the danger areas on his digital concept sketch and overlay.

3-65. The platoon leader plans to avoid danger areas if possible. Navigational aids help, but the platoons and squads should always know their own location when using them. When the unit must cross a danger area, it does so as quickly and as carefully as possible and covered by a base of fire.

3-66. If time and terrain permit, the platoon should dismount Infantry to reconnoiter the movement route and secure the far side of the open area. However, the distances between covered and concealed positions may make the use of dismounted Infantry impractical. If time constraints prevent the platoon from bypassing a large open area, the platoon uses either traveling overwatch or bounding overwatch to cross the open area. When the platoon must move across large open areas with limited cover and concealment, the platoon leader should consider the METT-TC variables and the ROEs before using indirect or direct fire.

3-67. When expecting contact, the platoon should use the most secure movement technique (see Table 3-2). If any enemy force engages the bounding element with direct fire, the platoon can suppress it at once with its own direct fire. The platoon uses the terrain and any other concealment to mask its movement.

3-68. For more security, the platoon leader may use bounding overwatch to cross a large danger area. One element establishes a base of fire to overwatch the movement of the other. The base of fire element orients on likely enemy positions covering the danger area. The bounding element uses available cover and concealment to cross the danger area and ensures that its movement does not mask the fires from the base of fire. Once on the other side, the bounding element establishes a base of fire to cover the crossing of the rear element. If the danger area is very large, the platoon continues using bounding overwatch throughout.

SECTION IV – MANEUVER

3-69. Maneuver begins once a unit has made contact with the enemy. Direct fire is inherent in maneuver, as is close combat. At the Stryker platoon level, maneuver is the core of every tactical operation and task. The platoon leader maneuvers his

mounted element and dismounted squads to close with, gain positional advantage over, and ultimately destroy the enemy.

BASE OF FIRE ELEMENT

3-70. Combining fire and movement requires a base of fire. Some platoon elements (usually a section, the weapons squad, and the ICVs) remain stationary to provide protection for bounding elements by suppressing or destroying enemy elements. The dismounted Stryker platoon can also maneuver while protected by the ICVs in a base of fire position and then establish another base of fire with the weapons or rifle squad.

3-71. Because maneuver is decentralized in nature, the platoon leader determines from his terrain analysis where and when he wants to establish a base of fire. During actions on contact, he adjusts maneuver plans as needed. Making maneuver decisions normally falls to the leader on the ground, who knows which enemy elements can engage the maneuvering element and which friendly forces can provide the base of fire.

3-72. The base of fire element occupies positions that afford the best possible cover and concealment, a clear view, and clear fields of fire. The platoon leader normally designates a general location for the base of fire, and the element leader selects the exact location. Once in position, the base of fire element suppresses known, likely, or suspected enemy elements while aggressively scanning its assigned sectors. It also identifies previously unknown elements and then suppresses them with direct and indirect fires. The base of fire element allows the bounding unit to keep maneuvering so it can retain the initiative even when the enemy can see and fire on it. While maneuvering to or in position, the base of fire element leader is constantly looking for other locations that may provide better support for the maneuvering element.

BOUNDING ELEMENT

3-73. Maneuver is inherently dangerous. Enemy weapons, unknown terrain, and other operational factors all increase the danger. When maneuvering, the platoon leader considers the following.

- The bounding element must take full advantage of whatever cover and concealment the terrain offers.
- Squad members must maintain all-round security at all times and continuously scan their assigned sectors of observation.
- METT-TC variables dictate the length of the bounds. However, the bounding element should never move beyond the range at which the base of fire element can effectively suppress enemy positions. General practice is to limit movement to no more than two-thirds the effective range of the supporting weapon system.

- In severely restricted terrain, the bounding element makes shorter bounds than it would in more open areas.
- The bounding element must focus on its ultimate goal—gaining a positional advantage. Once achieved, the element uses this advantage to destroy the enemy with direct fires and dismounted Infantry assault.

DIRECT FIRE SUPPORT

3-74. Today's modular force can be rapidly tailored and task organized to meet tactical requirements. This means that Stryker, heavy, and Infantry units can be attached to other brigade combat teams (BCT) for operations. Therefore, the Stryker platoon leader must be prepared to operate with tanks, Bradley fighting vehicles (BFV), Stryker ATGM carriers, and ATGM units mounted on high-mobility multipurpose wheeled vehicle (HMMWV).

3-75. Although Stryker units can operate with other units, such as attack helicopters, this section addresses maneuver considerations when operating with the MGS and heavy ATGM units.

MOBILE GUN SYSTEM

3-76. The primary mission of the organic MGS platoon is to defeat bunkers and other fortification in support of the Infantry. Its secondary mission is to provide AT fires. When under company control, the MGS platoon can be the base of fire as the Stryker Infantry platoon(s) maneuver forward. The MGS can occupy a support-by-fire position or be the base of fire unit when using bounding overwatch by successive bounds. Depending on METT-TC variables, the MGS platoon may have Infantry squads attached to provide local security.

3-77. An MGS can also be attached to the Stryker Infantry platoon. With an attached MGS, the platoon leader usually designates the MGS as the base of fire and bounds his other squads forward. He may also have the platoon sergeant or another leader control the MGS and one of his squads.

3-78. The advantage of having the MGS as the base of fire is the ability to make longer bounds while covered by direct fire by a weapon capable of destroying enemy combat vehicles and positions. If the MGS platoon is the base of fire and the Stryker Infantry platoon is bounding, the platoon leader must consider the METT-TC variables and decide whether to conduct bounding overwatch within his unit. Some considerations include—

- **Orders.** The company commander may specify the movement technique.
- **Terrain.** Open terrain may not provide adequate positions for a base of fire and requires traveling overwatch with the platoon more spread out. Close terrain, or areas where the base of fire cannot support, may require the bounding unit to use the bounding overwatch technique.
- **Speed.** The tactical situation may dictate that the Stryker platoon move at speed and accept some risk. Situations may include adhering to a set time schedule or staying in supporting distance of another unit.

ANTITANK GUIDED MISSILE VEHICLE

3-79. Stryker ATGMs and ATGMs mounted on HMMWVs are effective weapon systems in a support-by-fire position. However, the relatively slow speed of the missile and the system's low rate of fire may prevent them from immediately suppressing an enemy position. During movement, the Stryker rifle platoon may be the bounding element with ATGMs in overwatch while under company control and may use the successive bound technique.

PLATOON AS RESERVE

3-80. During the attack, the Stryker platoon may be designated as the company or battalion reserve. It may also be an on-order or a be-prepared mission. The company or battalion commander commits the reserve platoon to reinforce the decisive operation and to maintain the attack's momentum.

3-81. The reserve is normally under the commander's control and positioned where it can best exploit the success of the attack. The designation of a reserve allows the Infantry commander to retain flexibility during the attack. The reserve should not be so close that it loses this flexibility.

3-82. Because of the many missions the platoon may be assigned, the platoon leader must maintain situational awareness, know the missions and tactical plans of the other units, and be familiar with the terrain and enemy situation in the entire AO. The platoon must react quickly and decisively when committed.

3-83. The reserve platoon may be assigned one or more of the following missions:

- Protect the flank and rear of the unit.
- Conduct a counterattack or establish a blocking position.
- Maintain contact with adjacent units.
- Clear a position that has been overrun or bypassed by another unit.
- Establish a support-by-fire position.
- Assume the mission of an attacking unit.
- Attack from a new direction.
- Protect or assist in the consolidation and reorganization on the objective.

SECTION V – ACTIONS ON CONTACT

3-84. The four-step process for actions on contact is not a rigid, lockstep response to enemy contact; rather, it provides an orderly framework to help the platoon survive the initial contact. At times, the platoon leader and his platoon must execute more than one of these steps at the same time.

3-85. The platoon leader's initial consideration should be how contact was made (for example, visual, UAS, or direct fire) and if the enemy has detected the platoon. The platoon leader must decide what to do. He can have the platoon execute a planned battle drill or plan, or he can recommend to the company commander that

the platoon execute an alternate drill or action. To ensure the platoon works as a team and reacts correctly, yet instinctively, the platoon leader must rehearse battle drills and established unit TACSOPs.

3-86. The four-step process is a logical and well-organized decision-making process for executing actions on contact. Below are the descriptions of the four steps.

DEPLOY AND REPORT

3-87. The platoon leader deploys the platoon when he recognizes one of the general categories of initial contact or receives a report of enemy contact. The eight forms of contact are—

- Visual.
- Direct fire.
- Indirect fire.
- Obstacle.
- Air.
- CBRN.
- Signal or electronic warfare.
- Civil or nonlethal.

3-88. The greatest threat to the platoon is an enemy firing or preparing to fire. When the platoon makes contact with the enemy, the platoon leader responds according to the circumstances of the situation. The squad or vehicle that makes initial contact must react as appropriate. The platoon should automatically execute an order or battle drill, move to a covered position, and return fire. Platoon elements immediately provide suppressive fire and report the initial fire and its location if identifiable. An element in an overwatch position may be best able to identify the enemy position.

3-89. If mounted, the platoon leader determines whether to dismount the rifle squads. The dismount position should afford observation and fields of fire while allowing the platoon to maintain security. ICV crews also seek cover and concealment in the absence of a deployment order from the platoon leader. This step concludes with the platoon leader or platoon sergeant sending a contact report to the company commander, followed as soon as possible by a SPOTREP.

EVALUATE AND DEVELOP SITUATION

3-90. While the platoon deploys by executing a battle drill or occupying covered and concealed positions, the platoon leader begins to evaluate and develop the situation. His primary focus is on determining or confirming the size, composition (available weapon systems), activity, and orientation of the enemy force. He analyzes how obstacles and terrain in the AO will affect enemy and friendly capabilities and possible COAs. The platoon leader uses reports from his squad leaders, other platoon leaders, the XO, and the company commander to make his evaluation.

3-91. Because the platoon usually operates as part of a company, battalion reconnaissance elements or other assets may be available to assist the commander and platoon leader in evaluating and developing the situation.

3-92. After making contact and evaluating the situation, the platoon leader may develop the situation to determine the enemy's strength. To accomplish this, the platoon leader may use fire and maneuver, direct and indirect fires, and surveillance. In such a situation, however, the platoon leader must exercise caution, ensuring that his actions support the commander's intent.

3-93. The platoon leader's most crucial considerations include mission accomplishment and the survivability of the platoon. Once the platoon leader determines the enemy's capabilities, he or the platoon sergeant sends an updated SPOTREP to the company commander. Once the platoon leader develops the situation and determines that he has enough information to make a decision, he selects a COA that accomplishes the mission, meets the requirements of the commander's intent, and is within the platoon's capabilities. Possible COAs follow:

- Direct the platoon to execute the original plan. The platoon leader selects the COA specified by the commander in the OPORD.
- Issue FRAGOs to refine the plan, ensuring it supports the company commander's intent.
- Report the situation and recommend to the company commander an alternative COA based on known information in response to an unforeseen enemy or battlefield situation.

3-94. The company commander may order the platoon to execute actions such as maneuver and reconnaissance by fire to further develop the situation and gain the information he needs to clarify a vague battlefield picture.

CHOOSE COURSE OF ACTION

3-95. The platoon leader has little time for analysis at this point; he should have already developed a clear understanding of the available COAs. He considers the commander's intent and guidance to help him determine his choice of a COA. His options, however, may be very limited if all or part of his unit is engaged.

3-96. In most cases, the leader identifies the criteria for anticipated actions on contact in terms of the enemy's. He has specified criteria for destroying, fixing, and bypassing the enemy as well as the applicable disengagement criteria. He evaluates various reactions to possible enemy actions during planning, his informal war gaming, platoon rehearsals, and the company rehearsal. He also plans for the employment of indirect fires to support his COA.

3-97. Refinements to the original plan or development of a new COA may change the scheme of maneuver. In most situations, the intent of maneuver is to gain positions of advantage over the enemy, forcing him to fight in an unintended direction. Control of indirect fires shifts to the observer who can best call for and adjust fire on the enemy. If time and situation permits, the platoon leader issues a revised set of graphic control measures as part of the FRAGO.

RECOMMEND AND EXECUTE COURSE OF ACTION

3-98. Once he has chosen a COA, the platoon leader continues his evaluation of the situation by determining whether his COA aligns with the commander's intent and guidance from the order or rehearsal. If the selected COA does align, the platoon leader orders the platoon to execute it, and he reports his intentions to the company commander. If, however, the situation dictates a change from the original plan, the platoon leader must recommend a new COA to the commander. If approved by the commander, the platoon leader then directs the platoon to execute the COA. The platoon leader communicates with other platoon leaders as necessary to obtain support IAW the commander's intent.

3-99. More information becomes available as the platoon executes its COA. The platoon leader or platoon sergeant keeps the company commander abreast of the situation with SPOTREPs and SITREPs. Accuracy of these reports is critical.

3-100. The commander needs to know the SALUTE of any enemy elements that the platoon has observed, engaged, destroyed, or bypassed. The platoon leader informs the commander of the platoon's current location or destination and of any changes in the platoon's combat power or logistics status.

3-101. Based on details of the enemy situation, the platoon leader may have to alter his plan during execution. In this case, the platoon leader informs the commander and recommends an alternate COA. The platoon continues to execute the selected or refined COA until it—

- Accomplishes the original mission.
- Receives a FRAGO from the company commander changing the mission or COA.
- Receives a new order to consolidate and reorganize on the objective.

SECTION VI – ATTACKS

3-102. Stryker platoons and squads conduct an attack as part of the SBCT Infantry rifle company. A successful attack requires detailed planning, synchronization, and rehearsals. The company commander designates platoon objectives with a task and purpose for his assault, support, reserve, and breach elements. To ensure synchronization, all leaders must know the location of their subordinates and adjacent units during the attack.

3-103. Attacks are characterized as hasty or deliberate based on the extent of planning and preparation conducted by the attacking force. Attacks are either force or terrain oriented, and the enemy can be stationary or moving.

DELIBERATE ATTACK

3-104. A deliberate attack is an offensive action characterized by preplanned coordinated employment of firepower and maneuver to close with and destroy the

enemy. A fully coordinated operation is usually reserved for situations in which the enemy defense cannot be overcome by a hasty attack.

3-105. Platoons and squads conduct deliberate attacks as part of a larger force. The commander may designate separate platoon objectives for his assault, support, reserve, and breach elements, resulting in decentralized execution at all levels. SBCT forces can conduct deliberate attacks dismounted throughout the operation or use ICVs to conduct movement to the assault position. This decision is situation dependent.

3-106. The platoon is specifically organized to seize the objective. The platoon leader may organize his platoon into assault, support, and breach elements. One technique is to designate the ICVs as one support element, the five-man weapons squad as another support element, an Infantry squad as the breach element, and the other two squads as the assault element.

3-107. Below are the descriptions for the phases of a deliberate attack.

RECONNAISSANCE

3-108. Before a deliberate attack, the platoon and company should gain as much information on the enemy as possible. This information can be gained by the platoon's own information-gathering activities (if it is in contact with the enemy) or from information gathered, collated, and analyzed by higher HQ.

3-109. In preparation for a deliberate attack, the battalion or brigade reconnaissance units gather information on the enemy. They move forward of friendly forces to provide current, accurate information about the enemy, terrain, weather, and physical resources within a specified AO. This information is then disseminated and provides the basis for the plan of attack.

3-110. If time permits, sniper or reconnaissance teams may be inserted prior to the attack to establish OPs and provide information on the enemy up to the time of the assault. Sniper teams can also engage key targets at the beginning of and during the assault. They can also call in fires and interdict enemy units trying to reinforce the objective. Attacking forces must use positive control measures to prevent fratricide of these units.

3-111. UAS can also provide current information on the enemy and real-time information on or near the objective. However, they should not forecast the attack to the enemy.

3-112. The platoon and company should be prepared to conduct a reconnaissance of the objective to confirm, modify, or deny their tentative plan. Platoons should not conduct reconnaissance unless specifically tasked to do so in a consolidated reconnaissance plan. If possible, the company determines the enemy's size, location, disposition, most vulnerable point, and most probable COA. At this point, with permission from battalion, the company should direct the platoon to conduct a reconnaissance patrol. This element conducts a reconnaissance of the terrain along the axis of advance and on the objective. It determines where the enemy is most

vulnerable to attack and where the support element can best place fires on the objective.

3-113. The tentative plan may change as a result of the reconnaissance if the platoon or squad discovers that terrain or enemy dispositions are different than determined earlier in the TLPs. The platoon or squad leaders may modify graphic control measures based on the results of the reconnaissance, sending any adjustments as soon as possible.

MOVEMENT TO THE OBJECTIVE

3-114. The attacking force advances to within assault distance of the enemy position under supporting fires using a combination of traveling, traveling overwatch, and bounding overwatch. Platoons advance to successive positions using available cover and concealment. The company commander may designate support-by-fire positions to protect friendly forces with suppressive direct fires. As the company maneuvers within its AO, it employs fires to suppress, neutralize, and obscure enemy positions. The platoon conducts mounted movement to a covered and concealed position and then dismounts. When dismounted, the platoon concentrates direct and indirect fires, establishes a base of fire, and maneuvers to maintain the initiative. Movement to the objective can be divided into several parts.

Assembly Area to Line of Departure

3-115. The LD is a graphical control measure that coordinates the departure of attack elements. It is where elements of the attacking force transition to secure movement techniques in preparation for contact with the enemy. The platoon moves forward from the AA to the LD usually as part of a company formation, along a planned route. Before leaving the AA, the platoon leader should receive a COP update showing the location of forward and adjacent friendly elements. He should also receive updated enemy locations. The platoon leader then disseminates these reports and digital overlays to each squad leader and vehicle commander.

3-116. The platoon leader should have reconnoitered the route to the LD and specifically to the crossing point. During the planning stage, he may plot a waypoint on the LD at the point he intends to cross. The platoon navigates to the waypoint during movement. The move from the AA is timed during the reconnaissance so the lead section crosses the LD at the time of attack without halting in the attack position. If the platoon must halt in the attack position, it uses a coil or herringbone formation, dismounts Infantry, and takes care of any last minute coordination. Platoons may maneuver from the LD to designated support-by-fire positions, assault positions, or breach or bypass sites.

Line of Departure to Assault Position

3-117. The platoon's assault element moves in the designated formation from the LD to the assault position. The platoon leader plots waypoints to coincide with checkpoints (CP) along the route. During movement, he ensures the platoon navigates from CP to CP (or phase line) by using basic land navigation skills supplemented by precision navigation.

3-118. The platoon dismounts and orientates the squads to the direction of movement at the dismount point, which is usually the assault position. The vehicles then move to a support position. The dismount point is an area that provides cover and concealment from enemy observation and direct fire.

3-119. During limited visibility, the platoon leader relies on the commander's tactical display position updates to keep track of his platoon vehicles. During movement, the platoon communicates primarily by FM radio and signals (embedded digital reports) because they are faster for the receiving station to understand and the sending station to prepare.

Assault Position to Objective

3-120. The assault position is the last covered and concealed position before reaching the objective. Its selection is important. Leaders do not want to dismount their units too far away from the objective and be exposed to enemy fire too long. Conversely, they do not want to dismount too close to the enemy position and be exposed to close and effective enemy fire.

3-121. During the attack, maintaining momentum is extremely important. Ideally, the platoon's assault element occupies the assault position without the enemy detecting any of the platoon's elements. If possible, the platoon does not stop in the assault position but moves smoothly into the assault formation and crosses the probable line of deployment.

3-122. Possible reasons for the platoon halting in the assault position are to prepare breaching or demolition charges, fix bayonets, lift or shift fires, or ensure the synchronization of the attack. Once the assault element moves forward of the assault position, the assault must continue. If stopped or turned back, the assault element could sustain excessive casualties.

3-123. Supporting fires from the weapons squad and other weapons must continue to suppress the enemy. Control these fires to prevent fratricide. At times, the assault element may mark each Soldier or just the team on the flank nearest the support element. During the assault, the assaulting Soldiers and the support element sustain a high rate of fires to suppress the enemy.

3-124. When the assault element moves to the breach point, the base of fire leader verifies the location of the assault element. The base of fire leader is responsible for tracking the assault element as it assaults the objective. The company commander shifts or lifts indirect fire when it endangers the advancing Soldiers and coordinates this with the platoon's assaults. As the fire of the platoon's support is masked, the platoon leader shifts or lifts it or displaces the weapons squad and ICVs to a position where they can maintain continuous fire.

ISOLATING THE OBJECTIVE

3-125. Isolating the objective prevents the enemy from reinforcing the objective and prevents enemy forces on the objective from leaving. It also suppresses the adjacent enemy positions and their ability to disrupt the assault. To isolate an objective, the platoon leader positions units in an attack-by-fire position.

3-126. The platoon leader may designate the mounted element to isolate the objective because it has significant firepower, protection from small-arms fire, and can rapidly displace. Using the mounted element for this purpose allows the dismounted element to conduct the assault on the objective. Consider security for the vehicles.

ACTIONS ON THE OBJECTIVE

3-127. The platoon assaults through the objective and establishes temporary defensive positions. If there is an obstacle to breach, the breach element seizes a foothold supported by the support element. The assault element passes through the breach element, exploits the breach, and continues on to seize the objective.

Breach

3-128. Enemy positions are often covered by obstacles that must be breached prior to seizing the objective. (See Section XII of this chapter and FM 3-21.8 for details.)

3-129. Prior to the assault, the platoon leader should receive information on the type and extent of any obstacles covering the objective. He plans his assault to avoid these obstacles if possible but prepares to breach them if he cannot. The platoon leader identifies the exact locations of the breach and the support element and the conduct of the assault element.

3-130. If the obstacle has not been identified prior to the assault, the platoon leader moves forward and identifies the breach location. The FO calls in and adjusts smoke and HE fires to obscure and isolate the breach point. The support element suppresses the enemy covering the obstacle and the point of the breach. The breaching squad moves forward, and the squad leader establishes a base of fire with one team to further isolate the breach point. The other fire team makes the breach, and the assault squad passes through the breach to seize the far side or the objective.

Seize a Foothold

3-131. The supporting elements support the breach element's initial breach of the objective by placing suppressive fires on the most dangerous enemy positions. As the breach is being established, the support element shifts fires to allow the breach element to penetrate the objective and secure the breach site. Visual observation is vital to maintain suppressive fires just forward of the breach and assault elements.

3-132. The supporting elements monitor the forward progress of the assault element and keep shifting suppressive fires at a safe distance in front of them. The weapons squad positions itself to provide continual close-in suppressive fires to aid the actions of the assault element as it moves across the objective. The supporting element lifts and shifts suppressive fires based on the weapons location relative to the assaulting force and its risk estimate distances.

Exploit the Penetration

3-133. Once the breach element has seized the initial foothold on the objective, the assault element may then move through the breach lane to assault the objective. As this occurs, the platoon sergeant closely observes the progress of the breach and

assault elements to ensure that momentum is maintained and that assault and breach elements do not cross in front of the supporting elements.

3-134. The assault element conducts the final assault on the objective, using the appropriate movement techniques based on the amount of fire being received. This is a busy time for all leaders because they have to maintain control and keep their Soldiers moving and returning fire while under fire.

3-135. During the assault, Soldiers minimize their exposure to fire and use any available cover. The assault element must remain generally on line throughout the assault; any Soldiers lagging behind or moving too far ahead endanger others and themselves. At this point, any resistance by the enemy must overcome by the assault element because the assault element has masked the supporting fires.

CONSOLIDATION AND REORGANIZATION

3-136. Once enemy resistance on the objective has ceased, the platoon quickly consolidates to defend against a possible counterattack and prepares for follow-on missions.

3-137. Consolidation consists of actions taken to secure the objective and defend against an enemy counterattack. The platoon leader ensures the platoon—

- Eliminates enemy resistance on the objective.
- Establishes security beyond the objective by securing areas that may be the source of enemy direct fires or enemy artillery observation.
- Designates squad and crew-served weapons defensive positions.
- Designates and covers dismounted avenues of approach with machine guns and mounted avenues of approach with Javelins or AT4s.
- Brings the ICVs forward into designated positions.
- Establishes additional security measures, such as OPs and patrols.
- Prepares for and assists the passage of follow-on forces (if required).
- Continues to improve security by conducting other necessary defensive actions. (These steps, outlined in Chapter 4 of this manual, include EA development, direct fires planning, and battle position [BP] preparation.)
- Adjusts FPFs.
- Secures detained personnel.

3-138. Reorganization, normally conducted concurrently with consolidation, consists of actions taken to prepare for follow-on operations. As with consolidation, the platoon leader must plan and prepare for reorganization as he conducts his TLPs. He ensures the platoon is prepared to—

- Reestablish chain of command.
- Provide essential medical treatment and evacuate casualties as necessary.
- Cross-level personnel and adjust task organization as required.
- Conduct resupply operations, including rearming and refueling.

- Redistribute ammunition.
- Conduct required maintenance.

HASTY ATTACK

3-139. The hasty attack is often the preferred option during fast-paced or high-tempo operations. It allows the commander to maintain the momentum of friendly operations while denying the enemy the time to prepare his defenses and recover from losses suffered during previous action. Hasty attacks normally result from a movement to contact, successful defense, or continuation of a previous attack. A hasty attack uses the same procedures and control measures as a deliberate attack, but with much more reliance on TACSOPs and battle drills.

3-140. The platoon normally participates in a hasty attack as part of a larger unit during a movement to contact or as part of a defense. It also does so whenever the commander determines that the enemy is in a vulnerable position and can be quickly defeated by immediate offensive action. A hasty attack is used to—

- Exploit a tactical opportunity.
- Maintain the momentum.
- Regain the initiative.
- Prevent the enemy from regaining organization or balance.
- Gain a favorable position that may be lost with time.

3-141. Maintaining unrelenting pressure through hasty attacks keeps the enemy off balance and makes it difficult for him to react effectively. Rapidly attacking before the enemy can act often results in success even when the combat power ratio is not as favorable as desired.

3-142. With its emphasis on agility and surprise, however, this type of attack may cause the attacking force to lose a degree of synchronization. To minimize this risk, the commander should maximize the use of standard formations and well-rehearsed, thoroughly understood battle drills and TACSOPs.

3-143. Normally, the hasty attack is conducted with the resources that are immediately available. The use of digital devices to transmit information and graphics also facilitates rapid planning and preparation. By maintaining an awareness of the enemy and friendly situation and assigning on-order and be-prepared missions to subordinates as warranted, company commanders prepare the platoon to conduct hasty attacks.

TASK ORGANIZATION

3-144. Hasty attacks use the principles of fire and movement. The controlling HQ normally designates base of fire and maneuver elements. The platoon normally retains its base organization during a hasty attack and designates entire squads as elements.

EXECUTION

3-145. The platoon must first conduct actions on contact, allowing the commander to gather the information he needs to make an informed decision. The term "hasty" refers to limits on planning and preparation time, not to any acceleration in the conduct of actions on contact. Because the intelligence picture is vague, the commander normally needs more time, rather than less, during this process to gain adequate information about the enemy force.

3-146. Execution begins with establishment of a base of fire, which then suppresses the enemy force. The maneuver force uses a combination of techniques to maintain its security as it advances in contact to a position of advantage. These techniques include, but are not limited to—

- Using internal base of fire and bounding elements.
- Using covered and concealed routes.
- Using indirect fires to suppress or obscure the enemy or to screen friendly movement.
- Executing bold maneuver that initially takes the maneuver force out of enemy direct fire range.

3-147. Once the maneuver force has gained the positional advantage, it can execute a tactical task, such as assault, to destroy the remaining enemy.

SECTION VII – SPECIAL-PURPOSE ATTACKS

3-148. The platoon conducts special-purpose attacks at the direction of the company commander. The commander bases his decision on the METT-TC variables.

3-149. The Stryker platoon usually participates in spoiling attacks, feints, and demonstrations as part of a larger force.

AMBUSH

3-150. Ambushes reduce the enemy's overall combat effectiveness. Destruction is the primary reason for conducting an ambush. Other reasons to conduct ambushes are to harass the enemy, capture the enemy, destroy or capture enemy equipment, and to gain information about the enemy.

3-151. An ambush is an attack by fire from concealed positions on a moving or temporarily halted enemy. Its main characteristics are surprise and short, violent action, usually with direct fire weapons and other lethal devices, such as claymore mines from a flank. An ambush does not require that ground be seized or held.

3-152. Ambushes are classified by category (deliberate or hasty), formation (linear, L-shaped, and so on), and type (point, area, or antiarmor). The platoon leader uses a combination of these classifications for developing his ambush plan. (See FM 3-21.8 for details on the conduct of an ambush.)

3-153. The execution of an ambush is offensive in nature; however, the platoon may conduct an ambush during any operation. The platoon leader considers both mounted and dismounted options for conducting the ambush. The platoon must take all necessary precautions to ensure that it is not detected during movement to or preparation of the ambush site. The platoon also must have a secure route of withdrawal following the ambush. An ambush normally consists of the following actions:

- Mounted (or dismounted) tactical movement to the objective rally point.
- Reconnaissance of the ambush site.
- Establishment of the ambush security site.
- Preparation of the ambush site.
- Execution of the ambush.
- Withdrawal.

RAID

3-154. A raid is a limited-objective attack, usually small-scale, entailing swift penetration of hostile territory to secure information, confuse the enemy, or destroy installations. A raid always ends with a planned withdrawal to a friendly location upon completion of the mission.

3-155. The platoon can conduct an independent raid (mounted or dismounted) in support of the battalion or higher HQ operation, or it can participate as part of the company in a series of raids. Rifle squads do not execute raids. Rather, they participate in a platoon raid. (See FM 3-21.8 for details on the conduct of a raid.)

3-156. The platoon may conduct a raid to—

- Capture prisoners.
- Capture or destroy specific C2 locations.
- Destroy logistics areas.
- Obtain information concerning enemy locations, dispositions, strengths, intentions, or methods of operation.
- Confuse the enemy or disrupt his plans.

TASK ORGANIZATION

3-157. The purpose of the operation determines the task organization of the raiding force. However, the raiding force normally consists of the following elements:

- Support element (with the task of support by fire).
- Assault element (with the task of destroy).
- Breach element (if required).

EXECUTION

3-158. The main differences between a raid and other special-purpose attacks are the limited objectives of the raid and the associated withdrawal following completion. However, the sequence of platoon actions for a raid is very similar to

those for an ambush. Additionally, the assault element of the platoon may have to conduct a breach of a protective obstacle (if a breach element is not designated).

3-159. Raids are not limited by visibility or distance. When the location to be raided is beyond supporting distances of friendly lines, the raiding party operates as a separate force. An objective, usually very specific in nature, is assigned to orient the raiding unit. During the withdrawal, the attacking force should use a route different from that used to conduct the raid itself.

COUNTERATTACK

3-160. The counterattack is an attack by part or all of a defending force against an enemy attacking force, with the general objective of denying the enemy his goal of attacking. This attack by defensive forces regains the initiative or denies the enemy success with his attack. The platoon may conduct a counterattack as a lightly committed force within a company or as the company or battalion reserve. The platoon counterattacks after the enemy begins his attack, reveals his main effort, or creates an assailable flank.

3-161. As part of a higher HQ, the platoon conducts the counterattack much like other attacks. However, the platoon leader must synchronize the execution of his counterattack within the overall defensive effort. Counterattacks afford the defender the opportunity to create favorable conditions for the commitment of combat power. The platoon should rehearse the counterattack and prepare the ground to be traversed. Counterattacks are more useful to the higher HQ when the platoon anticipates employment; plans and prepares for employment; and executes with the other defending, delaying, or attacking forces in conjunction with the higher commander's plan.

PARTICIPATION AS PART OF LARGER FORCE

3-162. Larger units normally conduct spoiling attacks, feints, and demonstrations. The Stryker platoon may participate in these as part of the larger force. However, the actual mission given to the platoon is normally to seize an objective, maneuver to a phase line, or perform another type of operation.

SPOILING ATTACK

3-163. A spoiling attack preempts or seriously impairs an enemy attack while the enemy is in the process of planning or preparing to attack. The purpose of a spoiling attack is to disrupt the enemy's offensive capabilities and timelines while destroying his personnel and equipment. The purpose is not to secure terrain or other physical objectives. A commander (company or battalion) may direct a platoon to conduct a spoiling attack during friendly defensive preparations to strike the enemy while he is in AAs or attack positions preparing for his own offensive operation.

3-164. The platoon leader plans for a spoiling attack as he does for other attacks. Spoiling attacks—

- Disrupt the enemy's offensive preparations.
- Destroy assets that the enemy requires to attack (FS systems, logistic resupply points, or engineering equipment).
- Gain additional time for the defending force to prepare positions.

FEINT

3-165. A feint deceives the enemy as to the location and time of the actual operation. Feints attempt to deceive the enemy and induce him to move reserves and shift his FS to locations where they cannot immediately impact the actual operation. The platoon may need to make preparations and other actions that are detectable by the enemy. The enemy must believe that the feint is the actual attack.

3-166. When directed to conduct a feint, the platoon seeks direct fire (or physical) contact with the enemy but avoids decisive engagement. The commander (company or battalion) assigns the platoon an objective limited in size or scope. The planning, preparation, and execution considerations are the same as for the other forms of attack.

DEMONSTRATION

3-167. A demonstration deceives the enemy as to the location or time of the actual operation by a display of force. Demonstrations attempt to deceive the enemy and induce him to move reserves and shift his FS to locations where they cannot immediately impact the actual operation. Like a feint, the preparations and execution for a demonstration may have to be detectable by the enemy. It must appear to be an actual impending attack.

3-168. When conducting a demonstration, the platoon does not seek physical contact with the enemy. The planning, preparation, and execution considerations are the same as for the other forms of attack.

SECTION VIII – OTHER OFFENSIVE OPERATIONS

3-169. This section addresses offensive operations that the platoon normally conducts as part of an SBCT Infantry company or larger element.

MOVEMENT TO CONTACT

3-170. Units generally conduct a movement to contact when it must gain or maintain contact with the enemy or when the enemy situation is vague or not specific enough to conduct an attack. Because of the increased amount of intelligence available to U.S. forces, movements to contact are conducted less frequently than in the past. Battalions are normally the smallest formation to conduct a movement to contact, and a Stryker platoon participates as part of a company.

3-171. The formation often used during a movement to contact is the approach march, with subordinate units using the movement technique most appropriate for their assigned mission. A movement to contact ends when contact with the enemy is made or an assigned objective is occupied. Important fundamentals of a movement to contact are to—

- Make enemy contact with the smallest element possible (ideally, an unmanned surveillance element).
- Rapidly orient combat power upon enemy contact.
- Provide all-round security for the unit.
- Support the company.
- Maintain contact once made.

3-172. Stryker units normally initiate a movement to contact mounted and dismount when contact is made. Planning considerations and formations for the Stryker platoon are the same as for an Infantry platoon. (See FM 3-21.8 for details.)

3-173. The search and attack is a type of movement to contact that employs multiple and coordinated small-unit actions to find the enemy and then other units to fix and destroy him. A search and attack is conducted when the enemy is operating as small, dispersed elements or when the task is to deny the enemy the ability to move within a given AO. The platoon participates as part of a company or battalion search and attack. A unit conducts a search and attack to—

- Render the enemy in the AO combat-ineffective.
- Prevent the enemy from operating unhindered in a given AO.
- Prevent the enemy from massing to disrupt or destroy friendly military or civilian operations, equipment, or facilities.
- Gain information about the enemy and the terrain.

3-174. The organization, control measures, and conduct of a search and attack by Stryker and Infantry units are similar. Stryker units can move more rapidly than Infantry units and can use the MGS to secure the outer perimeter. (See FM 3-21.8 for details on search and attack.)

EXPLOITATION

3-175. A platoon normally takes part in exploitations as part of a larger force; however, the platoon should exploit tactical success at the local level within the higher commander's concept of the operation.

PURSUIT

3-176. The objective of the pursuit phase of an operation is to totally destroy the enemy force. The SBCT Infantry platoon may take part in a pursuit as part of a larger force. Because of its organic transportation, it also may participate as part of a task organized company acting as a pursuit force that can close with and destroy the remnants of the enemy force.

SECTION IX – OPERATION DURING LIMITED VISIBILITY

3-177. Effective use of advanced optical sights and equipment during limited visibility attacks enhances the ability of squads and platoons to achieve surprise, hit targets, and cause panic in a lesser-equipped enemy. Advanced optics and equipment allow the Infantry Soldier to see farther and with greater clarity. They provide a marked advantage over the enemy. The Stryker platoons and squads have—

- Night vision equipment mounted on the helmet of each Soldier.
- Weapon-mounted and handheld devices to identify and designate targets.
- Vision devices and thermal imagers on the ICV for both the driver and the vehicle commander manning the RWS.

3-178. Night vision devices provide good visibility in all but pitch-black conditions but do somewhat limit the Soldier's field of view. Since they do not transmit a light source, the enemy detection devices cannot detect them.

3-179. The ICV is as effective at night as during the day. It can be driven and its RWS can be fired during limited visibility. The driver has an enhanced vision capability, and the vehicle commander has both an enhanced vision and thermal imaging capability. The ICV is also capable of accurately identifying its current location with the onboard GPS. The COP also allows leaders to locate their subordinate units at all times.

3-180. Stryker leaders and Soldiers have an increased ability to designate and control fires during limited visibility. Platoon leaders and Soldiers have three types of advanced optics and equipment for use in fire control:

- **Target Designators.** Leaders can designate targets with greater precision using IR laser pointers that place an IR light to designate targets and sectors of fire and to concentrate fire. The leader lazes a target on which he directs his Soldiers to place their fires. The Soldiers then use their weapon's aiming lights to engage the target. Current target designators include the ground commander's pointer and AIM-1.
- **Aiming Lights.** Soldiers with aiming lights have greater accuracy of fires during limited visibility. Each Soldier in the Stryker platoon is equipped with an aiming light for his individual weapon. Aiming lights work with the individual Soldier's helmet-mounted night vision goggles, putting an IR light on the target at the point of aim. Current aiming lights include the AIM-1 and AN/PAQ-4B/C.
- **Target Illuminators.** Leaders can also designate larger targets using target illuminators. Target illuminators are essentially IR light sources that light the target, making it easier to acquire effectively. Leaders and Soldiers use the IR devices to identify enemy or friendly personnel and then engage targets using their aiming lights. Current target illuminators include parachute flares, IR trip flares, IR 40-mm rounds, IR mortar rounds, and remote black lights.

3-181. Illuminating rounds fired to burn on the ground can mark objectives. This helps the platoon orient on the objective but may also adversely affect night vision devices.

3-182. Leaders plan but may not use illumination during limited visibility attacks. Battalion commanders normally control the use of conventional illumination but may authorize the company commander to do so. If the commander decides to use conventional illumination, he should not call for it until the assault is initiated or the attack is detected. It should be placed on several locations over a wide area to confuse the enemy as to the exact place of the attack. Also, it should be placed beyond the objective to help assaulting Soldiers see and fire at withdrawing or counterattacking enemy soldiers.

3-183. The platoon leader, squad leaders, and vehicle commanders must develop TACSOPs and sound COAs to synchronize the employment of IR illumination devices, target designators, and aiming lights during their assault on the objective. These include using luminous tape or chemical lights to mark personnel and using weapons control restrictions.

3-184. The platoon leader may also use the following techniques to increase control during the assault:

- Use no flares, grenades, or smoke on the objective.
- Use only certain personnel with night vision devices to engage targets on the objective.
- Use a magnetic azimuth for maintaining direction.
- Use mortar or artillery rounds to orient attacking units.
- Use a base squad or fire team to pace and guide others.
- Reduce intervals between Soldiers and squads.

3-185. Like a daylight attack, indirect and direct fires are planned for a limited visibility attack, but are not executed unless the platoon is detected or is ready to assault. Some weapons may fire before the attack and maintain a pattern to deceive the enemy or to help cover noise made by the platoon's movement. This is not done if it will disclose the attack.

3-186. Smoke further reduces the enemy's visibility, particularly if he has night vision devices. The FO fires smoke rounds close to or on enemy positions so it does not restrict friendly movement or hinder the breaching of obstacles. Employing smoke on the objective during the assault may make it hard for assaulting Soldiers to find enemy fighting positions. If enough thermal sights are available, smoke on the objective may provide a decisive advantage for a well-trained platoon.

Note. If the enemy is equipped with night vision devices, leaders evaluate the risk of using each technique and ensure the mission is not compromised by the enemy's ability to detect IR light sources.

SECTION X – URBAN OPERATIONS

3-187. The SBCT Infantry company, platoon, and squad are uniquely equipped and manned to deal with the wide range of tactical situations normally found in the conduct of UO. The use of combined arms at the lowest possible tactical level is critical for successful UO. Because of the organization of the Stryker company and platoon, the Stryker rifle platoon can fight dismounted with ICVs and MGSs in close support and deliver very responsive mortar fire on call.

3-188. During the conduct of UO, Stryker platoons and squads use the same general tactics and techniques as an Infantry or BFV-equipped unit. This section discusses the different tactics and techniques used by Stryker platoons and squads when fighting in an urban environment. (See FM 3-06.11 for details.)

EMPLOYMENT CONSIDERATIONS

3-189. The SBCT Infantry company organization lends itself to UO. It has a large number of Infantry and can task organize its MGS, with its 105-mm main gun, to support the rifle platoons.

INFANTRY

3-190. Infantry is the dominant force in urban warfare and the Stryker rifle platoon has a full complement.

3-191. Infantry has the following strengths in an urban environment:

- Soldiers have excellent all-round vision and can engage targets with small-arms fire under almost all conditions.
- Infantry small-arms fire within a building can eliminate resistance without seriously damaging the structure.
- Soldiers can move stealthily into position without alerting the enemy. Soldiers can move over or around most urban terrain, regardless of the amount of damage to buildings.

3-192. Infantry has the following limitations in an urban environment:

- Soldiers lack heavy supporting firepower, protection, and long-range mobility.
- Exposed Infantry forces are subject to a high number of casualties.
- Infantry forces are more subject to fratricide-related casualties from friendly direct and indirect fire.

INFANTRY CARRIER VEHICLE

3-193. ICVs provide close support, with their RWS mounting either the M2 heavy or the MK19 40-mm machine guns. They also act as a mobile supply point for the dismounted Infantry.

3-194. ICVs have the following strengths in an urban environment:

- ICVs can provide protection to Infantry by negating the effects of enemy small-arms weapons, either by driving Soldiers up to a building or by covering the Infantry while moving behind it along a street.
- ICVs can resupply units quickly and with more ammunition than by foot.
- Because of their armor protection, ICVs can conduct casualty evacuation under fire.
- With add-on and slat armor, ICVs are protected against small-arms, heavy machine gun, and handheld antiarmor weapons. They are also protected against 152-mm fragmentation.

3-195. ICVs have the following limitations in an urban environment:

- If buttoned up, crewmen in ICVs have poor all-round vision through their vision blocks. They are easily blinded by smoke or dust.
- ICVs have only a local defense weapon system mounted. Once the Infantry has dismounted and is not supporting the vehicle, its firepower is diminished.
- ICVs are vulnerable to automatic cannon, heavy antiarmor fire, and antiarmor mines.

MOBILE GUN SYSTEM

3-196. The MGS has the following strengths in an urban environment:

- Thermal sights on MGS vehicles can detect enemy activity through darkness and smoke.
- MGS vehicles can deliver devastating fires; are protected against antipersonnel mines, fragments, and small arms; and have excellent mobility along unblocked routes.
- MGS vehicles provide excellent bunker/fortification defeat capabilities.
- MGS vehicles project a psychological presence, an aura of invulnerability, which aids the friendly forces in deterring violence.
- Mounted patrols by MGS vehicles can monitor large areas of a city while making their presence known to the entire populace, both friendly and unfriendly.
- Mobile, protected firepower of MGS vehicles can add security to resupply convoys. The MGS vehicles mount four M6 smoke grenade launchers with 16 grenades capable of firing two volleys. The M6 is used to mask the movement of the MGS.

3-197. The MGS has the following limitations in an urban environment:

- MGS vehicles may not be able to negotiate obstacles as well as the ICV.
- Crewmen in MGS vehicles have poor all-round vision through their vision blocks.
- If isolated or unsupported by Infantry, MGS vehicles are vulnerable to fires from enemy light and medium antiarmor weapons.
- MGS vehicle gunners cannot easily identify enemy targets unless the commander exposes himself to fire by opening his hatch or other Soldiers direct the gunner to the target.
- Improvised barricades, narrow streets and alleyways, or large amounts of rubble can block armored vehicles.
- Due to the length of the main gun, the turret will not rotate if a solid object, such as a wall or post, is in its path.
- Heavy fires from MGS vehicles cause unwanted collateral damage and can destabilize basic structures.

EMPLOYMENT

3-198. Mutual support and combined arms at platoon level is a key to successful UO. The ability of dismounted Infantry to move and attack the enemy is enhanced by mounted heavy direct fire weapons that provide immediate fires.

MUTUAL SUPPORT

3-199. Infantry, ICVs, MGSs, and other combat elements work together to bring the maximum combat power to bear on the enemy. The Infantry locates and identifies targets for the MGSs or ICVs to engage. Infantry move along covered and concealed routes to assault enemy elements fixed or suppressed by MGS or ICV fire. Squads provide protection for the MGS against attack by enemy infantry. Meanwhile, an MGS provides heavy, continuous supporting fires against enemy strongpoints. Other attached heavy direct FS vehicles, such as tanks, are employed the same way as the MGS.

3-200. Dismounted Infantry normally lead during movement through built-up areas. The MGS vehicles and ICVs follow and provide close overwatch. If the Infantry finds an enemy position or encounters resistance, the MGS responds immediately with supporting fires to fix the enemy in place or suppress him and allow the Infantry to develop the situation. After developing the situation or conducting short-range reconnaissance, the Infantry squad leader directs the MGS to move, if necessary, and identifies specific targets for the MGS to engage.

INFANTRY

3-201. Urban combat is Infantry intensive. Dismounted Soldiers can normally negotiate through all urban terrain, regardless of the level of destruction. Infantry units—

- Assault and seize buildings.
- Secure areas.
- Provide direct FS with small-arms, close-combat, and shoulder-launched munitions.
- Provide close-in security for supporting units.

MOBILE GUN SYSTEM

3-202. The MGS provides the necessary firepower to reduce and destroy enemy positions during UO. The MGS can support Infantry during UO by—

- Providing heavy and responsive firepower.
- Isolating objectives with direct fire to prevent enemy withdrawal, reinforcement, or counterattack.
- Neutralizing or suppressing enemy positions with HE, smoke, and automatic weapons fire as Infantry close with and destroy the enemy.
- Assisting opposed entry of Infantry into buildings.
- Reducing street barricades.
- Obscuring enemy observation using onboard smoke generators.
- Holding cleared portions of the objective by covering avenues of approach.
- Attacking by fire any targets designated by the Infantry.
- Supports roadblocks or CPs.
- Suppressing identified sniper or other enemy positions.

Coordination

3-203. Coordination between supporting units and Infantry leaders must be close and continuous. The MGS or other vehicle commander may need to dismount and move, accompanied by the Infantry leader, to a position where he can better see the route or target. Everyone must understand the signals for initiating, shifting, or lifting fires. One of the greatest barriers to coordination and C2 in urban combat is the intense noise. Simple, nonverbal signals should back up verbal commands. (See FM 21-60 for details on nonverbal signals.)

Communications

3-204. The MGS platoon leader and platoon sergeant must maintain communications with the element in direct control or the element they are supporting. Individual MGS vehicles and Soldiers communicate with one another using one or more of the following techniques:

- Visual signals, either prescribed by TACSOP or coordinated, can facilitate some simple communications.
- External phones aid in the communication between the MGS crew and dismounted Infantry. All MGS vehicles have external phones.
- FM radios provide a reliable means of communications between Infantry and supporting vehicle commanders. These radios allow the Infantry to use terrain more effectively to provide close-in protection for the MGS; Soldiers can watch for enemy elements while limiting exposure to enemy fires directed against the MGS.

Smoke

3-205. The use of smoke must be carefully coordinated. Although the sights of MGS vehicles can see through most smoke, Soldiers are at a significant disadvantage when enveloped in dense smoke clouds. The smoke grenade launchers on the MGS provide excellent, rapidly developed local smoke clouds; however, the grenades produce burning fragments that are hazardous to Soldiers near the MGS and can ignite fires in urban areas.

Heavy Direct Fire Support

3-206. The MGS vehicles are invaluable tools in helping assaulting forces isolate the objective area and seize a foothold. As the Infantry moves to clear the position and expand the foothold, the MGSs remain in their initial support-by-fire positions. When possible, MGS vehicles should move to subsequent positions where their fires can prevent enemy reinforcement and engage enemy forces withdrawing from the objective.

3-207. The MGS crew should be alert for enemy infantry approaching from above, the rear, or the flanks. Because of the noncontiguous nature of urban battles, enemy forces may move to the rear or flanks of the now isolated MGS vehicles and destroy them. If a small element of Infantry cannot be spared to support the MGS, vehicles should move to positions of cover and mutual support.

OTHER ARMS AND WEAPONS

3-208. UO involve other branches, to include—

- Armor reduces strongpoints and defeats enemy armor. They have much more firepower and armor protection than the MGS.
- Artillery and mortar support can be significant to the outcome of UO if the ROEs allow its use. Fuzing options allow penetration of building walls, the destruction of enemy occupants, and the clearing of rooftop

observation and weapons positions. Artillery in the direct fire role may be used to reduce strongpoints and to provide isolation of an objective. However, Infantry is required to provide security from enemy snipers and AT teams. Mortar and high-angle artillery fire also gives flexibility to clear structures and places fires where low-angle indirect artillery fire and direct fire weapons cannot.

- Engineers can perform the following missions during UO:
  - Conduct technical reconnaissance.
  - Clear barricades and heavy rubble with earth-moving equipment or explosives.
  - Use explosives to destroy fortifications and strongpoints that cannot be reduced by the maneuver unit.
- MP provide a wide range of support in urban terrain, to include law and order, internment and resettlement operations, maneuver mobility support, and area security.

PLANNING CONSIDERATIONS

3-209. Proper planning and execution reduces casualties and hastens mission accomplishment. The type of building to be assaulted, the ROEs, and the nature of the surrounding urban area determines the method of execution.

3-210. When operating in an urban environment—

- Plan the use of indirect fires.
- Allocate time in the planning process for precombat vehicle inspections.
- Try to replicate conditions for mission execution during rehearsals, such as day, limited visibility, civilians on the battlefield, host nation (HN) support, and ROEs.
- Involve the MGS platoon leader and platoon sergeant in the mission analysis. Their expertise hastens the understanding of what MGS vehicles can and cannot do and aids the platoon leader in making the best MGS employment decision.

TASK ORGANIZATION

3-211. Platoons seldom perform independent operations in urban areas, but they may become separated or isolated during combat operations. The following discusses the methods a platoon uses when conducting independent offensive UO.

3-212. When conducting offensive UO, the platoon leader normally organizes his platoon into three elements: an assault element, a support element, and a breach element. Depending on its complexity or the breaching method, the breach element may be separate or part of either the assault or support elements. The support element or an adjacent company, if part of a battalion effort, isolates the objective area and provides security.

Assault Element

3-213. Because of the lack of maneuver room and places to support the movement of other teams, the assault and clearing of most buildings is a platoon fight, with squads responsible for a given floor and fire teams clearing rooms. The principles of assaulting an objective are the same in UO as in any other attack except that the assault team usually must provide its own security when clearing a building. The squad leader must be able to control his assault teams, rotate them as required, ensure that ammunition is replenished, and perform any number of actions to ensure his squad remains combat effective.

Support Element

3-214. The support element provides the support that the assault element requires. Its purpose is to provide immediate suppressive FS to enable the assault element to close with the enemy and to assist in the isolation of the building. The support element at platoon level may consist of the ICVs and crew, the weapons squad, and other personnel.

Breach Element

3-215. The breach element is either a separate element or integrated into the assault or support element. A separate breach element often executes breaches along a route and the initial breach into a building, while an integrated breach element often executes breaches from room to room.

3-216. Inherent with breaching is the marking of cleared lanes, especially lanes through exterior obstacles. Additional training and preparation time is often required for thermal, ballistic, and explosive breaching methods. Using engineers can reduce this additional training requirement. Mechanical breaching does not require much training or preparation but is often not as efficient and effective as the other methods.

BASIC URBAN ASSAULT STEPS

3-217. At company and platoon level, the actual attack inevitably becomes an assault of the objective.

3-218. The basic steps of an urban building assault are—

- **Isolate the objective.** The platoon must isolate urban objectives to prevent reinforcement of or counterattack against the objective and to kill or capture any withdrawing enemy forces.
- **Suppress the objective with direct fire.** The support element provides suppressive fire on enemy positions while the assault element is systematically clearing the building.

- **Assault the building.** The assault element must quickly and violently execute the assault and subsequent clearing operations. Once momentum has been gained, it is maintained to deny the enemy time to reorganize.
  - ***Employ obscuration.*** Before an assault, the unit should employ smoke to conceal the assaulting elements.
  - ***Execute a breach.*** Units may have to conduct a breach to enter a building, various rooms, or stairwells.
  - ***Secure a foothold.*** Concealed by smoke and supported by direct fire weapons, the assault element assaults the first isolated building and secures a foothold.
  - ***Clear the entry floor.*** The assault element clears each room on the entry floor by killing, capturing, or forcing the withdrawal of all enemy personnel within the structure.
  - ***Clear the building.*** After the entry floor is cleared and secured, the unit proceeds to clear the other floors, including the basement.
- **Consolidate and reorganize.** After seizing the block, the platoon consolidates and reorganizes to repel a counterattack or to continue the attack.

MARKING BUILDINGS, WINDOWS, AND DOORS

3-219. The line of sight within urban terrain is usually very limited and is a major reason that urban combat is often extremely close. These close encounters increase the chance of friendly fire incidents if accurate locations of nearby friendly forces are unknown. To mitigate this danger, units must mark their progress as they maneuver in urban terrain for nearby friendly units to maintain their situational awareness.

CONTINUING THE ASSAULT MISSION

3-220. If the unit is going to continue with its original mission or its be-prepared or on-order mission or receives a new mission, it must—

- Maintain momentum—this is a critical factor in clearing operations. The unit cannot allow the enemy to move to its next set of prepared positions or to prepare new positions.
- Establish security for cleared areas IAW the OPORD or TACSOP.

3-221. The support element must—

- Push replacements, ammunition, and supplies forward to the assault element.
- Displace forward to ensure that it is in place to provide support to the assault element.

SECTION XI – BATTLEFIELD OBSCURATION

3-222. Obscuration mission planning and execution can occur during both the offense and the defense and can be very effective. Firing smoke on enemy positions can degrade the vision of gunners and known or suspected OPs, preventing them from seeing or tracking targets and, thereby, reducing their effectiveness. When employed against an attacking force, white phosphorus (WP) can cause confusion and disorientation by degrading the enemy's C2 capabilities while friendly units retain the ability to engage the enemy using thermal sights and range cards. In addition, enemy vehicles become silhouetted as they emerge from the smoke. If smoke employment is planned and executed correctly, this occurs as the enemy reaches the trigger line.

PLANNING CONSIDERATIONS

3-223. Obscuration missions are important functions for mortars. Smoke missions must be planned well in advance so that the Stryker mortar carriers are loaded with a sufficient number of smoke rounds.

3-224. Atmospheric stability, wind velocity, and wind direction are the most important factors when planning target effects for smoke and WP mortar rounds. The effects of atmospheric stability can determine whether smoke and WP mortar rounds are effective at all or, if effective, how much ammunition is needed.

- During unstable conditions, mortar smoke and WP rounds are almost ineffective—the smoke does not spread but often climbs straight up and quickly dissipates.
- Under moderately unstable atmospheric conditions, base-ejecting smoke rounds are more effective than bursting WP rounds.
- Under stable conditions, both red phosphorous and WP rounds are effective.
- The higher the humidity, the better the screening effects of mortar rounds.

3-225. The terrain in the target area also affects smoke and WP rounds. If the terrain in the target area is swampy, rain-soaked, or snow-covered, then burning smoke rounds may not be effective. These rounds produce smoke by ejecting felt wedges soaked in phosphorus. These wedges then burn on the ground, producing a dense, long-lasting cloud. If the wedges fall into mud, water, or snow, they can extinguish. Shallow water can reduce the smoke produced by these rounds by as much as 50 percent. The terrain in the target area affects bursting WP rounds little, except that deep snow and cold temperatures can reduce the smoke cloud by about 25 percent.

EMPLOYMENT CONSIDERATIONS

3-226. The bursting WP round provides a screening, incendiary, marking, and casualty-producing effect. It produces a localized, instantaneous smoke cloud by scattering burning WP particles. The 120-mm heavy mortar WP round produces a long-lasting and wide area smoke screen and is used for incendiary effects, marking,

obscuring, and screening. It can also be used as an aid in target location and navigation. Caution must be taken when using WP in an urban environment due to potential civilian casualties.

3-227. The bursting WP round can start fires and produce casualties among exposed enemy troops. The casualty-producing radius of the WP round is much less than that of the HE round. Generally, firing HE ammunition produces more casualties than WP. However, the WP burst causes a significant psychological effect, especially when used against exposed troops. A few WP rounds mixed into a fire mission of HE rounds may increase the suppressive effect of the fire.

SECTION XII – MOBILITY AND COUNTERMOBILITY OPERATIONS

3-228. Mobility operations involve the preservation of force movement activities for extended periods of time. To allow the movement of combat power through obstacles in pursuit of the objective, the Stryker platoon must be effective in reducing obstacles. Countermobility operations require that the existing obstacles be expanded through the use of reinforcing obstacles that are integrated with direct or indirect fire systems.

3-229. One of the core qualities of the Stryker platoon is its high mobility. It can move over most terrain but has limited ability to cross gaps and prepared obstacles. Its first option is to avoid the obstacle by maneuvering around it. The Stryker platoon can also dismount Infantry to overcome some obstacles. However, to overcome a well-placed obstacle may require engineer support. Most prepared obstacles are covered by enemy fire and the Stryker platoon must be prepared to suppress those fires prior to any breach. Although the Stryker platoon has limited countermobility assets, it can secure the area for engineers during breaching operations and secure friendly obstacles. It can also plan for the use of other obstacles, such as scatterable mines and modular pack mine system.

3-230. Engineers are trained and equipped to provide mobility to friendly units and impede the mobility of the enemy. Engineers support Infantry by performing obstacle reduction and route construction and improvement. Obstacle reduction entails the creation of lanes through or over an obstacle to allow an attacking force to pass.

3-231. An engineer platoon or squad might be attached to a company depending on METT-TC variables. The Stryker platoon may have engineer support or may have engineers operating within its AO. Engineers also conduct reconnaissance, evaluate obstacles, and employ demolitions.

SBCT ORGANIC ENGINEER COMPANY

3-232. The SBCT has an organic engineer company. The engineer company's primary mission is to provide mobility support to the SBCT.

3-233. The engineer company has three combat mobility platoons, one mobility support platoon, and a company HQ section. The engineer company is the lowest engineer echelon organic to the SBCT that can plan and execute continuous 24-hour operations in support of SBCT operations. The engineer company normally task organizes its platoons to SBCT Infantry battalions and companies in a specific command-support relationship to provide a mission-specific, tailored package. It performs mounted and dismounted engineer tasks equally well. Each engineer squad is carried in an engineer squad vehicle that is equipped with a mine plow and a trailer with a mine clearing line charge.

3-234. An engineer platoon might be attached to a company to provide the following support—

- **Mobility.** Engineers have a limited capability to construct; improve; and maintain roads, bridges, and fords. In addition to providing mobility support during offensive operations, engineers can enhance mobility during defensive operations by focusing on the ability to shift forces between BPs.
- **Countermobility.** Engineers construct obstacles that prevent the enemy from successfully executing his scheme of maneuver. Commonly used obstacles include minefields, wire obstacles, AT ditches, road craters, and log cribs. Engineers also can reinforce restrictive terrain and existing obstacles to disrupt, fix, turn, or block the enemy.
- **Survivability.** The Stryker platoon might receive engineer support in digging in vehicle positions. This is especially true if the platoon is part of a strongpoint defense.

OBSTACLE REDUCTION

3-235. The platoon may have to breach an obstacle in front of their objective. Types of obstacles include wire, mines, ditches, abatis, and so on. Each type of obstacle requires different breaching methods. Obstacles may be of such size and complexity that the platoon conducts a separate breach mission or supports a breach mission as part of a larger unit. The platoon leader should have a squad specially trained to make a planned or unplanned breach as an on-order or be-prepared mission. (See FM 90-7 for details on obstacle reduction.)

BREACHING FUNDAMENTALS

3-236. Suppress, obscure, secure, reduce, and assault (SOSRA) are the breaching fundamentals that platoon leaders apply to ensure success when breaching against a defending enemy. These fundamentals will always apply, but they may vary based on the specific METT-TC situation.

Suppress

3-237. Effective suppression protects forces during reducing and maneuvering through obstacles. Effective suppression is a mission-critical task performed during any breaching operation. Successful suppression generally triggers the rest of the actions at the obstacle.

Obscure

3-238. Obscuration protects forces during a breach. Obscuration hampers enemy observation and target acquisition by concealing friendly activities and movement. Carefully plan obscuration to provide maximum degradation of enemy observation and fires, but it must not significantly degrade friendly fires and control.

Secure

3-239. The platoon secures the breach area to prevent the enemy from interfering with obstacle reduction and the passage of the assault element. Security must be effective against outposts and fighting positions near the obstacle and against overwatching units. The far side of the obstacle must be secured by fires or be occupied before attempting any effort to reduce the obstacle. The attacking unit's higher HQ is responsible for isolating the breach area by fixing adjacent units, attacking enemy reserves in depth, and providing counterfire support.

Reduce

3-240. The platoon reduces the obstacle to create lanes through or over an obstacle to allow an attacking force to pass. The number and width of lanes created varies with the enemy situation, the assault element's size and composition, and the scheme of maneuver. The lanes must allow the assault element to rapidly pass through the obstacle. The breach element reduces, proofs (if required), marks, and reports lane locations and the lane marking method to higher command HQ. Follow-on units further reduce or clear the obstacle when required. Reduction cannot be accomplished until effective suppression and obscuration are in place, the obstacle has been identified, and the point of breach is secure.

Assault

3-241. A breaching operation is not complete until—

- Friendly forces have assaulted to destroy the enemy on the far side of the obstacle, and the enemy is not able to place or observe direct and indirect fires on the breach area.
- Battle handover with follow-on forces has occurred (unless no battle handover is planned).

TASK ORGANIZATION

3-242. The Stryker platoon leader organizes friendly forces to accomplish breaching fundamentals quickly and effectively. This requires him to organize support, breach, and assault elements with the necessary assets to accomplish their roles. For tactical obstacle breaches, platoons and squads are normally assigned as either one or part of the elements listed below.

Support Element

3-243. The primary responsibility of the support element is to eliminate the enemy's ability to place direct or indirect fire on friendly forces. It must—

- Isolate the area with fires and establish a support-by-fire position to destroy, fix, or suppress the enemy. Depending on METT-TC variables, this may be the weapons squad or the entire platoon.
- Mass and control direct and indirect fires to suppress the enemy and to neutralize any weapons that are able to bring fires on the breach element.
- Control obscuring smoke to prevent enemy-observed direct and indirect fires.

Breach Element

3-244. The breach element assists in the passage of the assault element by creating, proofing (if necessary), and marking lanes. The breach element may be a combined arms force. It may include engineers, reduction assets, and enough maneuver forces to provide additional suppression and local security. The entire Infantry platoon may be part of the breach element.

3-245. The breach element may apply portions of the following breaching fundamentals as it reduces an obstacle:

- **Suppress.** The breach element must be allocated enough maneuver forces to provide additional suppression against various threats, including—
  - Any enemy direct fire systems that cannot be effectively observed and suppressed by the support element due to the terrain or the masking of the support element's fires by the breach element as it moves forward to reduce the obstacle.
  - Counterattacking or repositioning forces that cannot be engaged by the support element.
- **Obscure.** The breach element employs smoke grenades and smoke pots, if necessary, for self-defense and to cover lanes while the assault element is passing.
- **Secure.** The breach element secures itself from threat forces that are providing close-in protection of the obstacle. The breach element also secures the lanes through the tactical obstacles once they are created to allow safe passage of the assault element.

- **Reduce.** The breach element performs its primary mission by reducing the obstacle. To support the development of a plan to reduce the obstacle, the composition of the obstacle system must be an information requirement. If the obstacles are formidable, the Infantry platoon is augmented with engineers to conduct reduction.
- **Assault.** The breach element assaults through the breach point to the far side of an obstacle and seizes the foothold.

Assault Element

3-246. The primary mission of the assault element is to destroy the enemy and seize terrain on the far side of the obstacle to prevent the enemy from placing direct fires on the created lanes. The assault element may be tasked to assist the support element with suppression while the breach element reduces the obstacle.

3-247. The assault element must be sufficient in size to seize the point of penetration. Combat power is allocated to the assault element to achieve a minimum 3:1 ratio on the point of penetration. The breach and assault assets may maneuver as a single force when conducting breaching operations as an independent company team conducting an attack.

3-248. If the obstacle is defended by a small enemy force, the missions of the assault and breach element may be combined. This simplifies C2 and provides more immediate combat power for security and suppression.

OBSTACLE REDUCTION TOOLS

3-249. Soldiers use obstacle reduction tools to breach specific types of obstacles. The three methods of breaching and the tools associated with each are described below.

Mechanical

3-250. Mechanical breaching is the use of vehicles, tools, or other nonballistic or nonexplosive device to make the breach. Stryker platoons can use—

- ICVs to pull away wire obstacles.
- Dynamic entry tools.
- Onboard basic issue items.

Ballistic

3-251. Ballistic breaching is a forced entry or exit by the use of weapons, to include—

- Explosive cannon fire from the MGS or other vehicles.
- Shotguns, M16A2/M4, or M249 SAW.
- Heavy machine gunfire from the ICV.
- The M141 bunker defeat munition.

Explosive

3-252. When employing explosives during breaching operations, leaders must consider three major factors: overpressure, missile hazard, and minimum safe distance requirements. Explosive breeching tools include—

- Bangalore torpedoes.
- Material from demolition kits.
- Prepared explosive charges, such as flexible linear and water impulse charges.

Chapter 4

Defensive Operations

The immediate purpose of all defensive operations is to defeat an enemy attack and gain the initiative for offensive operations. The company and higher units may develop the conditions for future offensive operations, and it is important that the platoon leader understands that mission. However, the defensive mission of the Stryker Infantry platoons and squads is very basic:

- Retain or deny the use of terrain by the enemy.
- Kill enemy through direct and indirect fires and close combat.
- Retain the ability to maneuver or accept decisive engagement as the mission requires.

SECTION I – TEXT REFERENCES

4-1. Much of the planning and execution of defensive operations are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 4-1 consolidates the references for additional information.

Table 4-1. Guide for subjects referenced in text

Subject	*References*
Tactical Mission Tasks	FM 3-90
Sequence of Defense	FM 3-21.8
Engagement Area Development	FM 3-21.8
Weapons Emplacement	FM 3-21.8
Urban Operations	FM 3-06.11
Defensive Techniques	FM 3-21.11
Fighting Positions	FM 3-21.75

SECTION II – FUNDAMENTALS

4-2. This section discusses the purpose, types, and characteristics of defensive operations and common tactical mission tasks for a Stryker platoon.

PURPOSE

4-3. Army forces conduct defensive operations to—

- Deter or defeat enemy offensive operations.
- Gain time.
- Economize forces.
- Retain key terrain.
- Protect the populace, critical assets, and infrastructure.

TYPES

4-4. At a high or operational level, an enemy offensive operation may compel joint forces to conduct major defensive operations. Such operations may require defeating or preventing attacks across international borders, defeating conventional attacks, or halting an insurgent movement's mobilization. Operational defenses may be executed anywhere in the operational area. Stryker platoons normally conduct an area defense or a retrograde operation. A mobile defense is a much larger operation in which Stryker platoons conduct either an area defense or an attack.

4-5. Below are the primary tasks that are associated with defensive operations.

AREA DEFENSE

4-6. In an area defense, the defender concentrates on denying enemy forces access to designated terrain for a specific time, limiting their freedom of maneuver, and channeling them into killing areas. The defender retains terrain that the attacker must control to advance. The enemy force is drawn into a series of KZs where it is attacked from mutually supporting positions and destroyed, largely by fires.

MOBILE DEFENSE

4-7. In a mobile defense, the defender withholds a large portion of available forces for use as a striking force in a counterattack. Mobile defenses require enough depth to let enemy forces advance into a position that exposes them to counterattack. The defense separates attacking forces from their support and disrupts the enemy's C2. As enemy forces extend themselves in the defended area and lose momentum and organization, the defender surprises and overwhelms them with a powerful counterattack.

RETROGRADE OPERATIONS

4-8. A retrograde operation is an organized movement away from the enemy. This includes delays, withdrawals, and retirements. Retrograde operations gain time, preserve forces, place the enemy in unfavorable positions, or avoid combat in undesirable conditions.

CHARACTERISTICS

4-9. To ensure the success of the defense, the platoon leader must understand the characteristics of the defense and apply TLP during planning, preparation, and execution of the operation. Below are the characteristics of the defense that constitute the planning fundamentals for the Stryker Infantry platoon.

PREPARATION

4-10. The defender usually arrives in the battle area before the attacker. As the defender, the platoon must take advantage of this by making the most of combat preparations in the time available. By thoroughly analyzing the METT-TC variables, the platoon leader gains an understanding of the tactical situation and identifies potential friendly and enemy weaknesses.

SECURITY

4-11. Normally, the goals of the platoon's security efforts are tied to the company efforts. These efforts include providing early warning, destroying enemy reconnaissance units, and impeding and harassing elements of the enemy main body. Security includes the establishment of OPs and the use of UASs and other manned and unmanned systems to reconnoiter and detect the enemy. The platoon typically continues its local security mission until directed to displace.

DISRUPTION

4-12. Defensive plans vary with the circumstances, but all defensive concepts of the operation aim to disrupt the attacker's synchronization. Counterattacks, indirect fires, obstacles, and the retention of key terrain prevent the enemy from concentrating his strength against selected portions of the defense. Destroying enemy C2 vehicles also disrupts the enemy's synchronization and flexibility.

MASSING EFFECTS

4-13. The platoon must concentrate combat power at the decisive place and time. It must obtain a local advantage at points of decision. Offensive action may be a means of gaining this advantage. The platoon leader must remember that this concentration refers to combat power and its effects, not just to numbers of Soldiers and weapon systems.

FLEXIBILITY

4-14. Flexibility derives from sound preparation and effective C2. The platoon must be agile enough to counter or avoid the attacker's blows and then strike back effectively. Flexibility results from a detailed analysis of the METT-TC variables, an understanding of the unit's purpose, and aggressive reconnaissance and surveillance. Multiple alternate and supplementary positions for both the dismounted and mounted elements of the Stryker platoon combined with current and accurate intelligence may provide additional flexibility to the platoon.

TACTICAL MISSION TASKS

4-15. The following are select tactical mission tasks that a platoon may receive that are typically associated with defensive operations. (See FM 3-90 for a list of common tactical mission tasks.)

> ***Note.*** The situations used in this section are examples only. They are not applicable in every tactical operation, nor are they intended to prescribe any specific method for achieving the purpose of the operation.

BLOCK

4-16. A platoon blocks an enemy when it denies him access to an area or prevents his advance in a direction or along an avenue of approach. A blocking task normally requires the friendly force to block the enemy force for a certain time or until a specific event has occurred. Some typical defensive blocking missions include—

- Defending an AO.
- Establishing a defense around a bridge.
- Denying enemy movement along a road or through a defile.

CONTAIN

4-17. A platoon contains an enemy by stopping, holding, or surrounding him. Containment allows an enemy to reposition himself within the designated geographical area, whereas fixing an enemy does not. During defensive operations, a platoon may contain the enemy by blocking his avenue of approach or escape and defending a defile.

DEFEAT

4-18. A platoon defeats an enemy force when the enemy force has temporarily or permanently lost the physical means or will to fight. The leader of the defeated force is unwilling or unable to pursue his adopted COA, thereby yielding to the friendly commander's will and no longer significantly interfering with the actions of friendly forces.

DESTROY

4-19. A platoon destroys an enemy force when the enemy force is physically combat-ineffective until it is reconstituted.

DISRUPT

4-20. A platoon disrupts an enemy attack by breaking up his formation, upsetting his attack tempo, or causing him to commit his forces prematurely or in piecemeal. This increases the enemy's vulnerability, increases his C2 problems, and reduces his combat power. The platoon can disrupt an enemy attack by—

- Targeting C2 assets.
- Massing direct and indirect fires on vulnerable points.
- Using well selected and concealed positions to fire from an unexpected direction.

RETAIN

4-21. A platoon can conduct a retain mission to ensure an area is free of enemy and deny its use by enemy. The commander assigning this task must specify the area to retain and the duration of the retention (time- or event-driven). A platoon with a retain mission should expect the enemy to attack and prepare to become decisively engaged. A unit tasked to retain a specific piece of terrain does not necessary have to occupy it. A platoon can retain—

- Terrain.
- Utility structures to prevent their destruction or use by the enemy.
- Defiles, bridges, or other areas to deny enemy access.

SECTION III – SEQUENCE

4-22. As part of a larger element, the platoon conducts defensive operations in a sequence of integrated and overlapping steps. The sequence of the defense is the same for both Stryker and Infantry small units. (See FM 3-21.8 for details.)

SECURITY

4-23. Establish security prior to platoons and squads reconnoitering their defensive positions. An Infantry unit, the brigade reconnaissance squadron, or the battalion's scout platoon battalion may provide the security elements. Their mission is to provide early warning, destroy enemy reconnaissance elements, and disrupt enemy attack formations.

4-24. The platoon normally establishes local security with OPs. It also establishes temporary fighting positions for the platoon and ICVs. Crew-served weapons are emplaced and assigned principle directions of fire or FPFs.

4-25. If the platoon is the company reserve, it may have the initial task of providing security for the other platoons while they conduct their reconnaissance. It may do this as a separate mission or as part of a larger force. As the security force, the platoon occupies defensive positions to destroy any enemy reconnaissance elements and to disrupt any attacks. The security force normally does not want to become decisively engaged and disengages and conducts a rearward passage of lines once its mission is accomplished.

LEADER'S RECONNAISSANCE

4-26. Once security is established, the platoon leaders and designated personnel established in the TACSOP reconnoiter the tentative defensive positions and identify the exact positions for the ICVs, crew-served weapons, and other Infantry positions. The leaders may have to reconnoiter multiple positions before or after the occupation of the initial position. The platoon leader also confirms the location and extent of EAs, planned fires, direct fires from supporting positions, obstacles, and routes. During reconnaissance and occupation, the platoon may provide guides to the passing security force and be tasked to close the passage lanes.

4-27. If the platoon leader cannot go, he may direct the platoon sergeant or senior vehicle commander to reconnoiter the routes and tentative positions, such as BPs. They can confirm or recommend any position changes.

OCCUPATION AND PREPARATION

4-28. The platoon occupies defensive positions IAW the company commander's plan and the results of the reconnaissance. To ensure an effective and efficient occupation, the reconnaissance element marks the friendly positions, and these tentative positions are identified on the operational graphics. Each ICV and squad moves to their marker or is led in by a guide.

APPROACH OF THE ENEMY MAIN ATTACK

4-29. The enemy may place fires within the platoon's assigned defensive area. Accurate fires may indicate that the enemy has direct observation on the position from an OP or UAS. If these are not eliminated, the location of planned defensive positions is compromised, surprise is lost, and the enemy may destroy the unit.

4-30. As the enemy approaches, the battalion, brigade, and higher formations engage the enemy at long range using indirect fires, electronic warfare, and air support. The goal is to use these assets and disrupting obstacles to shape the battlefield, slow the enemy's advance, and disrupt his formations, leaving him more susceptible. As the enemy's main body approaches the battalion EA, the battalion may initiate their own indirect fires and CAS to weaken the enemy through attrition. At the same time, the brigade's effort shifts to second echelon forces, depending on the commander's intent. Platoons cease security patrolling and usually bring OPs back into the defense. The platoon leader may shift his squads' positions in response to enemy actions or other tactical factors.

ENEMY ASSAULT

4-31. Enemy forces attempt to fix friendly forces, find and exploit weak points, and complete their assault. They exploit gaps, mass fires against crew-served weapons, and attempt to isolate and suppress the defense. During execution of the defense, friendly forces mass fires to destroy the assaulting enemy.

4-32. The platoon leader determines whether the platoon can destroy the enemy from its current positions. If the platoon leader determines that the platoon can destroy the enemy from its current positions, the platoon stays and fights. The platoon leader continues to call for indirect fires as the enemy approaches. The platoon begins to engage the enemy at maximum effective range and attempts to mass fires and initiate them simultaneously to achieve maximum weapons effects. Indirect fires and obstacles integrated with direct fires should—

- Disrupt the enemy's formations.
- Channel the enemy toward EAs.

- Prevent or severely limit the enemy's ability to observe the location of friendly positions.
- Destroy the enemy as he attempts to breach tactical obstacles.

4-33. The platoon and squad leaders control and direct fires, call in indirect fires, and maintain the integrity of the defense. The platoon increases the intensity of fires as the enemy closes within range of additional weapons. Squad leaders work to achieve a sustained rate of fire from their positions by having buddy teams engage the enemy.

4-34. If the enemy closes on the platoon's protective wire, machine guns, and SAWs fire along interlocking principal directions of fire as previously planned and designated. These may include ICV weapon systems or the platoon's medium machine guns. Other weapons fire at their designated principal direction of fire. Grenadiers engage the enemy with M203 grenade launchers in dead space or as the enemy attempts to breach protective wire. If required, the platoon leader initiates FPFs. The platoon continues to defend until it repels the enemy or is ordered to disengage.

4-35. If the platoon leader determines that the platoon or squads cannot destroy the enemy from its current positions, the platoon leader reports the situation to the company commander and continues to engage the enemy. Throughout the fight, the platoon leaders encourage and check their Soldiers, ensuring mutual support between positions, that ammunition is distributed, and taking care of the wounded. The platoon leader shifts squads and ICVs to counter enemy threats. When directed by the commander, he repositions the platoon or squads to—

- Continue fires into the platoon AO.
- Occupy supplementary positions.
- Reinforce other parts of the company.
- Counterattack locally to retake lost fighting positions.
- Withdraw from an untenable position, using fire and movement to break contact.

Note. The platoon leader does not move his platoon out of position if it will destroy the integrity of the company defense. Thoroughly rehearse all movements and actions to reposition squads and the platoon.

COUNTERATTACK

4-36. As the enemy's momentum slows or stops, friendly forces may counterattack. The counterattack may be purely for offensive purposes to seize the initiative from the enemy. In some cases, the purpose of the counterattack is mainly defensive (for example, to restore control of the AO). The company or platoon may participate in the counterattack as a base of fire element or as the counterattack force. The counterattack can be executed anytime when opportunities to seize the initiative present themselves.

CONSOLIDATION AND REORGANIZATION

4-37. The platoon secures its AO and reestablishes the defense by repositioning forces, destroying enemy elements, reestablishing OPs, processing enemy prisoners of war, and reestablishing obstacles. The platoon conducts all necessary sustainment functions as it prepares to continue defending. Squad leaders provide a status report to the platoon leader. The platoon leader reestablishes the platoon chain of command. He consolidates squad status reports and provides the platoon report to the commander. The platoon sergeant coordinates for resupply and supervises the execution of the casualty and detained personnel evacuation plan. The platoon continues to improve positions, quickly reestablishes OPs, and resumes security patrolling as directed. Consolidation includes organizing and strengthening a position. Some platoon consolidation requirements follow:

- Reestablish security and communications.
- Adjust positions to maintain mutual support.
- Reoccupy and repair positions and prepare for renewed enemy attack.
- Relocate selected weapons to alternate positions if leaders believe that the enemy may have pinpointed them during the attack.
- Repair damaged obstacles and replace claymore mines and scatterable mines.

4-38. Reorganization includes shifting internal resources within a degraded unit to increase its level of combat effectiveness. Some platoon reorganization requirements follow:

- Man key weapons as necessary.
- Provide first aid and prepare wounded Soldiers for casualty evacuation.
- Redistribute ammunition and supplies.
- Process and evacuate detained persons.

SECTION IV – ENGAGEMENT AREA DEVELOPMENT

4-39. The EA is where the platoon leader intends to destroy an enemy force using the massed fires of all available weapons. The success of any engagement depends on how effectively the platoon leader can integrate the obstacle and indirect fire plans into his own direct fire plan in the EA.

4-40. At platoon level, EA development remains a complex function that requires parallel planning and preparation. Despite this complexity, EA development resembles a drill. The platoon leader and his subordinate leaders use a standardized set of procedures. (See FM 3-21.8 for details on EA development.) Beginning with an evaluation of the METT-TC variables, the development process covers the following steps:

- Identify likely enemy avenues of approach.
- Identify the enemy scheme of maneuver.
- Determine where to kill the enemy.

- Emplace weapon systems.
- Plan and integrate obstacles.
- Plan and integrate indirect fires.
- Conduct an EA rehearsal.

SECTION V – DEFENSIVE POSITIONS

4-41. The platoon plans, reconnoiters, and occupies the defensive position concurrently with the TLP and EA development. Although the process is METT-TC dependent and not sequential, the establishment of security and the leader's reconnaissance usually precedes the occupation of the position. Time is usually short, and leaders must make the most of the time available, especially if the platoon has several other defensive positions and EAs to develop.

PRIORITY OF WORK

4-42. Leaders ensure that Soldiers prepare for the defense quickly and efficiently. Leaders establish the priority of work to accomplish the most important tasks first while maintaining security and the ability to respond to enemy action. The platoon leader also works closely with his FO to confirm, modify, or create additional targets for the targets list. Specific work priorities are based on the METT-TC variables. An example of a priority of work for the defense follow:

- Emplace local security.
- Position and assign sectors of fire for each squad and vehicle.
- Position and assign sectors of fire for the medium machine gun and Javelin teams.
- Position and assign sectors of fire for the SAW, grenadiers, and riflemen.
- Clear fields of fire and prepare range cards.
- Prepare sector sketches.
- Dig fighting positions.
- Establish communications with the company and adjacent units.
- Coordinate with adjacent units; review sector sketches.
- Emplace claymore mines, detection devices, wire, and other obstacles.
- Improve primary fighting positions and add overhead cover.
- Prepare supplementary and then alternate positions (same procedure as the primary position).
- Distribute and stockpile ammunition, food, and water.

4-43. Unit priorities of work are normally found in TACSOPs; however, the commander dictates the priorities of work for the company based on the METT-TC variables. Leaders and Soldiers accomplish actions at the same time. Leaders must constantly supervise the preparation of fighting positions, both for tactical usefulness and proper construction.

COORDINATION

4-44. In the defense, coordination ensures that units provide mutual support and interlocking fires. In most circumstances, the platoon leader conducts face-to-face coordination to facilitate understanding and to resolve issues effectively. The platoon leader should send and receive the following information prior to conducting face-to-face coordination:

- Location of leaders, fighting positions, OPs, and withdrawal routes.
- Location and types of obstacles, including claymores.
- Location, activities, and passage plan for reconnaissance platoon and other units forward of the platoon's position.
- Location of all Soldiers and units operating in and around the platoon's AO.
- Location of passage points or the locations of any other position coordination measure within his AO.

SECURITY

4-45. Security in the defense includes all active and passive measures leaders and Soldiers take to avoid detection by the enemy, deceive the enemy, and deny enemy reconnaissance elements accurate information on friendly positions. The platoon leader takes a security element with him during the leader's reconnaissance of the defensive position. He also establishes security prior to the occupation of the position.

4-46. In planning for the security in the defense, the platoon leader considers the terrain in terms of observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment (OAKOC). He uses his map to identify terrain that will protect the platoon from enemy observation and fires while providing observation and fires into the EA. Additionally, he uses intelligence updates to increase his situational understanding, reducing the possibility of the enemy striking at a time or in a place for which the platoon is unprepared. The two primary means available to the platoon leader to provide security are OPs and patrols.

OBSERVATION POSTS

4-47. An OP provides the primary security in the defense. The OP provides early warning of impending enemy contact by reporting direction, distance, and size. It detects the enemy early and sends accurate reports to the platoon. The platoon leader establishes OPs along the most likely enemy avenues of approach into the position or into the AO. Leaders ensure that OPs (mounted or dismounted) have communication with the platoon.

4-48. Early detection reduces the risk of the enemy overrunning the OP. OPs may emplace sensor devices to increase their ability to detect the enemy. OPs may also have a Javelin command launch unit to increase their ability to detect the enemy (however, the command launch unit battery life is limited). They may also have IR illumination devices (trip flares and so on) to identify the enemy through night

vision devices. The platoon leader weighs the advantages and disadvantages of using IR illumination when the enemy is also equipped with like night vision devices. Although IR and thermal equipment within the platoon enables the platoon to see the OP at a greater distance, the OP should not be outside the range of the platoon's small-arms weapons.

4-49. To further reduce the risk of fratricide, OPs use GPS to navigate to the exit and entry point in the platoon's position. The platoon leader submits OP locations to the company commander to ensure that a no-fire area is around each OP position. He receives the same type overlay from adjacent units to assist in better C2 and fratricide avoidance. The platoon leader confirms that the company (FS) element has forwarded these locations to the battalion FSO and has received the appropriate no-fire areas on the FS graphics.

PATROLS

4-50. Platoons actively patrol in the defense. Patrols enhance the platoon's ability to fill gaps in security between OPs. The platoon leader forwards his tentative patrol route to the commander to ensure they do not conflict with other elements within the company. The commander forwards the entire company's patrol routes to the battalion. This allows the S3 and S2 to ensure all routes are coordinated for fratricide prevention and that there are no gaps. The platoon leader may use GPS as he tracks his patrol's location.

RECONNAISSANCE

4-51. Normally, the platoon moves to a position behind the planned defensive position and establishes a hasty defensive position. If time is critical, the platoon may have to establish a hasty position on the planned defensive position and then reposition later. The platoon leader moves forward to the planned defensive position as part of a company commander's leader's reconnaissance or by himself, usually accompanied by a security element or his ICV. The members of the leader's reconnaissance are usually established within the unit's TACSOP and may consist of the platoon leader, his squad leaders, and the FO. During the reconnaissance, the platoon leader determines—

- Enemy mounted and dismounted avenues of approach and probable support-by-fire positions.
- The trace of his defensive position to—
  - Maximize fields of fire and mutual support between squads.
  - Identify support-by-fire positions for his ICVs and attached vehicles.
  - Make the best use of available cover and concealment.
  - Minimize dead space in front of the position.
  - Tie in his position with adjacent platoons.
- Primary and supplementary positions for his squads, ICVs and attached vehicles, crew-served weapons, and Javelins.
- Locations of OPs and his command post.

OCCUPATION

4-52. The platoon initially establishes a hasty defensive position, establishes OPs, and then occupies the positions IAW the platoon leader's plan and the results of the reconnaissance. The platoon marks EAs using marking techniques prescribed by the unit's TACSOP. The platoon physically marks obstacles, target reference points, targets, and trigger lines in the EA.

4-53. To ensure an effective and efficient occupation, each ICV and rifle squad moves to the location marked by the reconnaissance element. These positions are also on the operational graphics. Once in position, each squad leader and vehicle commander checks his position location. As the platoon occupies its positions, the platoon leader confirms the positioning of each squad and vehicle. The platoon corrects any discrepancies and modifies the plan as required. Each squad leader ensures he knows the location of the platoon leader and platoon sergeant. The platoon leader personally walks the position with his squad leaders to ensure that everyone understands the plan and that the following are IAW the plan:

- Crew-served and individual weapons sectors of fire.
- Vehicle positions.
- Rifle squad positions.

4-54. When the occupation is complete, subordinate leaders begin to develop their sector. In addition to establishing the platoon's primary positions, the platoon leader and subordinate leaders normally plan for preparation and occupation of alternate, supplementary, and subsequent positions IAW the company order.

HASTY OCCUPATION

4-55. The platoon may conduct a hasty occupation of the defensive position during a counterattack or after disengagement and movement to alternate, supplementary, or subsequent defensive positions.

4-56. The platoon leader issues a FRAGO addressing the—

- Changes in the enemy or friendly situation.
- Platoon task and purpose.
- Task and purpose for each subordinate element.
- Scheme of fires.
- Coordinating instructions.

4-57. At a minimum, the following actions must be taken:

- Platoon approaches the defensive positions from the rear or flank.
- Squads are assigned sectors, crew-served weapons are assigned sectors of fire, and ICVs are assigned positions and sectors of fire.
- Platoon establishes direct fire control measures or, if these are preplanned, reviews the plan.
- Platoon leader reports the occupation to the company commander.

DELIBERATE OCCUPATION

4-58. The platoon conducts deliberate occupation of defensive positions when time is available and enemy contact is not expected. It also does so when friendly elements are positioned forward in the AO to provide security for forces in the main battle area. The platoon leader conducts the initial reconnaissance and tentatively emplaces vehicle and weapon system positions. Establishing defensive positions is accomplished concurrently with the development of the EA.

OCCUPATION DURING LIMITED VISIBILITY

4-59. Using limited visibility equipment enhances the occupation process under limited visibility conditions. For instance, the platoon leader can mark his position with an IR light source, and the squad leaders and vehicle commanders can move to pre-marked positions, with IR light sources showing them where to locate. Additionally, the squad leaders can use night vision devices to point out sectors of fire and target reference points to their Soldiers, using IR light sources to keep the occupation concealed. The mounted element must have heated (thermal signature) target reference points in addition to the IR devices to orient their weapons.

RANGE CARDS AND SECTOR SKETCHES

4-60. A range card is a sketch of a sector that a direct fire weapons system is assigned to cover. A range card aids in planning and controlling fires and aids the crew in acquiring targets during limited visibility. It also helps replacement personnel or platoons or squads move into the position and orient on their sector.

4-61. Detailed sketches aid in the planning, distribution, and control of platoon fires. Gunners prepare the range cards, squad leaders prepare squad sector sketches, and the platoon leader prepares the platoon sketch. (See Chapter 7 for details.)

ALTERNATE AND SUPPLEMENTARY POSITIONS

4-62. Other planned defensive positions and routes are reconnoitered and developed as time allows. This may be extensive if the platoon is defending an AO with multiple BPs. The platoon leader, with guidance from the company commander, designates the level of preparation for each defensive position based on the time available and other tactical considerations for the mission. The three levels of defensive position preparation follow in descending order of thoroughness and time required:

- **Occupy.** The unit reconnoiters, prepares, and occupies the position prior to the time specified in the company order. The platoon rehearses, and the platoon leader establishes a trigger for the occupation of the position.
- **Prepare.** The leaders reconnoiter the position and corresponding EA. Squad and ICV positions are marked, along with direct fire control measures, in the EA. Time permitting, the unit prepares fighting positions, pre-positions ammunition caches, and emplaces protective obstacles.

- **Reconnoiter.** Leaders reconnoiter the EA and the defensive positions. They plan tentative weapon positions and establish limited direct fire control measures.

REMOUNT POINTS

4-63. The platoon leader selects a remount point that permits the rapid loading of the dismounted element into the ICVs while minimizing both the dismounted Soldier's and ICV's exposure to enemy fire. He tries to locate the remount point as close as possible to his dismounted element. Squad leaders ensure that their Soldiers know the remount point location. When moving to the ICVs, the dismounted element ensures that they do not mask the ICV's fields of fire. The remount point may be located—

- Near the dismounted element if doing so does not unnecessarily expose the ICVs to enemy fire. However, the platoon leader may accept the risk and expose his ICVs to remount his platoon if unavoidable.
- Near the mounted element if the area around or the mounted route to the dismounted element is exposed to enemy fire and there is a covered dismounted route back to the ICVs.
- Between the dismounted and mounted element when both can reach it without unnecessarily exposing themselves to enemy fire (see Figure 4-1).

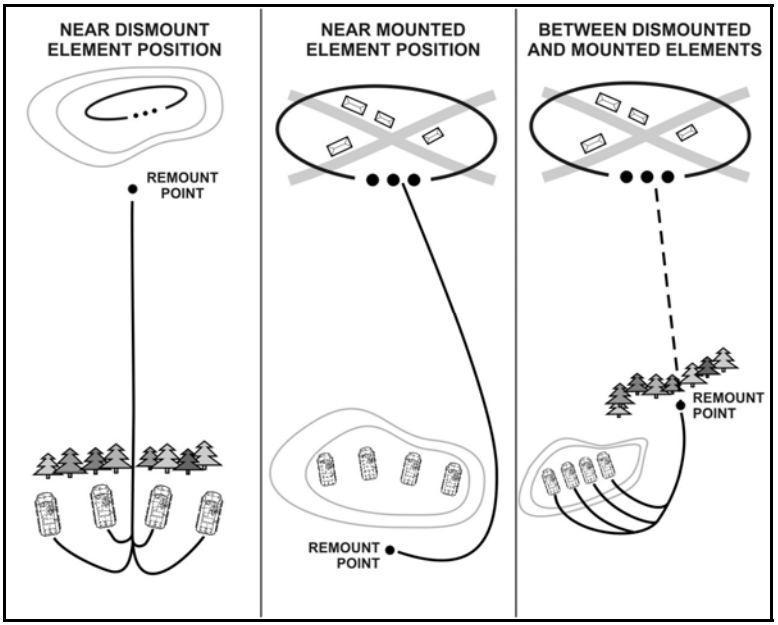

Figure 4-1. Platoon remount points

WEAPONS EMPLACEMENT

4-64. The success of the defense depends on the positioning of Soldiers and weapons. To position weapons effectively, leaders must know the characteristics, capabilities, and limitations of the weapons; the effects of terrain; and the tactics used by the enemy. Leaders position weapons where they can deliver accurate and lethal fires while they are covered and concealed. Leaders strive to deliver a high volume of surprise fires from an unsuspected direction. To correctly position the weapons, the leader must know where he wants to destroy the enemy and what effects he wants the weapons to achieve.

4-65. Additionally, the platoon leader considers whether his primary threat is mounted or dismounted. The plan must protect against both the mounted and dismounted threat, one as a contingency of the other. When defending against a mounted threat, the platoon leader positions his antiarmor weapons along the most likely mounted avenues of approach. Alternatively, when the primary threat is dismounted, the platoon leader positions his machine guns along the likely dismounted avenues of approach. Leaders position all other weapons to support key weapons, cover dead space, and provide security. (See FM 3-21.8 for details on the emplacement of machine guns, Javelins, and shoulder-launched munitions.) The key weapons include—

- Machine guns and SAWs against dismounted enemy.
- Javelins against mounted enemy.
- Grenade launchers to cover dead space and for use against lightly armored vehicles.

INFANTRY CARRIER VEHICLE EMPLACEMENT

4-66. The platoon leader integrates the ICV into the defense to capitalize on the increased firepower provided by the M2 and the MK19. ICVs give depth to the defense and can be positioned initially in front of the platoon and then displaced to the flanks or rear of the position. Leaders consider the following when employing ICVs in the defense:

- If the enemy has effective indirect fires, avoid selecting the obvious firing position with the best field of fire. The enemy may plan and execute fires on likely firing positions. Therefore, platoon leaders may have to use positions with good instead of the best fields of fire. Avoid locating positions near landmarks or other easily identifiable terrain.
- Use a hide position when possible and stay in it until the enemy is in the area where the platoon can destroy him. A prone or dug-in observer forward gives a much smaller signature than an ICV.
- Do not skyline, silhouette, or allow reflections from onboard equipment (such as the RWS reticle).
- Avoid positions that expose weapons to large numbers of enemy systems. Flank or keyhole positions in restrictive terrain provide

windows to engage the enemy and afford the ICV additional protection from enemy overwatching fires (see Figure 4-2).

- Because of obscuration, position weapons to fight during limited visibility or be able to quickly move to alternate positions. The weapon should be able to simultaneously engage one or two of the enemy vehicles at the same time. It must be able to shift from its assigned sector of fire to engage other portions of the enemy formation.
- Position to the flank of an enemy mounted approach and behind frontal cover. It is easier for the attacker to acquire and destroy a target to his front than one to his flank or rear.
- Use covered routes into and out of firing positions.
- Plan multiple positions for each vehicle. Use a guideline of 75 meters or more between primary and alternate ICV positions. This decreases the enemy's ability to acquire the ICV following an engagement.
- Do not construct berms. To be effective, a berm needs more than 20 feet of dirt, which makes it easier for the attacker to spot the position. Dig one- and two-step fighting positions instead.
- Manage vehicle fuel, electrical, and cooling systems while stationary.

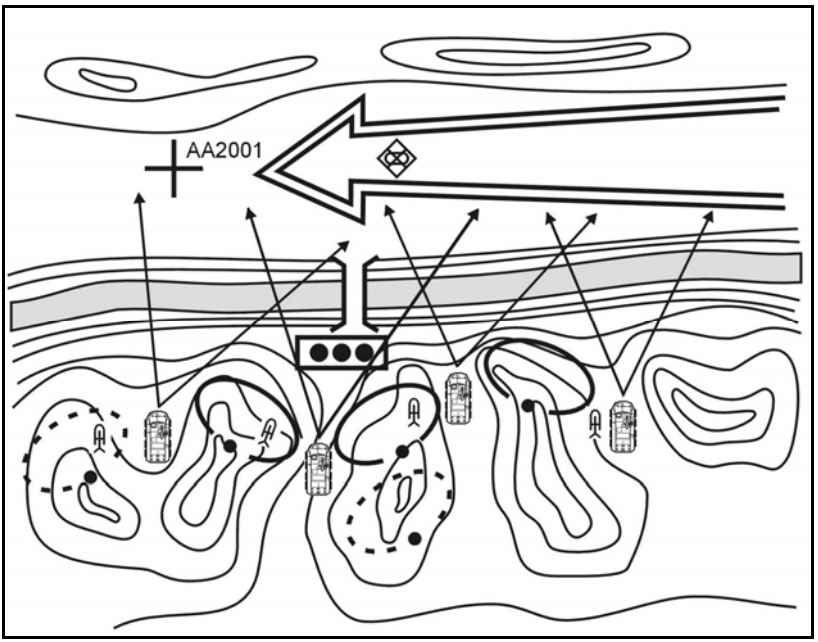

Figure 4-2. Keyhole position with smaller fields of fire

PLATOON AS RESERVE

4-67. If assigned as the company or battalion reserve, the Stryker platoon is usually positioned to the rear of the other units. The reserve adds depth to the defense. Prior to becoming the reserve, this platoon may have the mission of providing security to the front or flanks of the company. The commander gives the reserve platoon a primary and several supplementary positions. The reconnoitering, occupation, and preparation of the reserve position are the same as any defensive position. Besides conducting a defense, the reserve platoon may have one of the following missions:

- Block penetrations.
- Secure the flanks and rear.
- Establish support- or attack-by-fire positions to support another unit.
- Plan and conduct a counterattack.

SECTION VI – URBAN OPERATIONS

4-68. Infantry units are well suited to conduct defensive operations in close urban terrain where engagement ranges are short, there is abundant cover and concealment, and the enemy's assault must be repelled. Defensive UO are based on established defensive doctrine modified to conform to the urban terrain. Small units must be prepared to operate while being physically separated from their higher HQ by streets, buildings, or floors. (See FM 3-06.11 for details.)

4-69. The density of buildings, rubble, and street patterns dictate the frontage of the unit. The frontage for a platoon is typically one to two city blocks long. Depending on METT-TC variables, platoons can occupy about three small structures or one larger two- or three-story building.

PLANNING CONSIDERATIONS

4-70. General defensive considerations in urban terrain are similar to any other defensive operation. The defense of an urban area should be organized around key terrain features, buildings, and areas that preserve the integrity of the defense and provide the defender ease of movement. Because of the many possible avenues of approach into his position, the platoon leader usually establishes positions with 360-degree security. In planning a defense in an urban area, leaders identify—

- Threats from above and below.
- Positions and areas that must be controlled to prevent enemy infiltration.
- Sufficient covered and concealed routes for movement and repositioning of forces.
- Structures and areas that dominate the urban area.
- Open areas, such as broad streets, that provide fields of fire for tanks and antiarmor weapons.
- C2 locations.

- Protected areas for sustainment activities.
- Suitable structures that are defendable and provide protection for defenders.
- Contingency plans.

TASK ORGANIZATION

4-71. The platoons and squads are task organized based on METT-TC variables. It usually retains its regular organization of rifle squads, with machine gun teams attached. If there is an armor threat, Javelin teams may also be organized.

POSITIONS

4-72. Defensive positions should block or restrict the enemy's ability to maneuver and control key areas. Defense planning must be detailed and centralized, while execution is decentralized. In an urban area, the defender must take advantage of inherent cover and concealment afforded by the urban terrain. He must also consider restrictions to the attacker's ability to maneuver and observe. By using the terrain and fighting from well-prepared and mutually supporting positions, a defending force can inflict heavy losses, delay, block, or fix a much larger attacking force.

4-73. Other consideration for the urban defensive fight follow:

- **BPs.** The size and location of BPs within the AO depends mainly on the type of enemy encountered and the ability to move between positions to block threatened areas.
- **AOs.** Depending on METT-TC variables, units may also assign AOs to defend instead of BPs.
- **EAs.** The decisive combat is usually fought in EAs. Depending on the threat, units can deploy on the forward edges of the urban area or in BPs in depth throughout the urban area.
- **Priorities of Work.** Priorities of work during defensive operations in urban areas are the same as other defensive operations.
- **Defensive Positions.** Buildings should be chosen for their structural strength, their fields of fire, and for their position relative to other defended buildings. Mutual support between these positions is vital to prevent the attacker from maneuvering and outflanking positions, making them untenable.
- **Fighting Positions.** When using a building for defensive positions, consider the various possible firing positions inside a building. Choose positions that force the enemy to make costly attacks or conduct time-consuming maneuvers to avoid them. A position that the enemy can readily avoid has no defensive value unless the enemy can be provoked to attack it.

- **Weapon Positions.** Each individual, crew-served, and vehicle-mounted weapon is given a primary firing position. Alternate and supplemental firing positions may also be assigned IAW METT-TC variables. Leaders must ensure that both mounted and dismounted avenues of approach are covered by fire. Specific considerations follow:
  - Position machine guns and automatic weapons to cover dismounted avenues of approach. If possible, place machine guns near ground level to increase grazing fires.
  - Place AT weapons where they can engage targets at maximum ranges with alternate firing points.
  - Assign ICVs and other combat vehicles primary, alternate, and supplementary positions as well as primary and secondary sectors of fire. They can provide depth to the defense and should be positioned in defilade behind rubble and walls or inside buildings for movement into and out of the area. Position Infantry to provide security against close AT fires and to detect targets for the armored vehicles.
- **Obstacles.** Using obstacles during UO is a very effective way to block or channel the enemy into EAs or areas where they are at a disadvantage. The urban landscape provides abundant material to reinforce existing or create new obstacles.

SECTION VII – TECHNIQUES

4-74. The company commander's analysis determines the most effective manner in which to defend. He directs the platoons on which defensive techniques to employ. (See FM 3-21.11 for details on defensive techniques.) The platoon normally defends using one of the basic techniques described below.

DEFEND AN AREA OF OPERATIONS

4-75. The company commander may assign an AO to the platoon. The platoon leader assumes responsibility for most tactical decisions and controlling maneuvers of his subordinate elements. He may assign them a series of subsequent defensive positions IAW guidance from the company commander in the form of intent, specified tasks, and the concept of the operation. He may also use BPs to defend his AO. The company commander normally assigns an AO to a platoon when—

- Fighting without the mutual support of other units.
- Multiple avenues of approach require a decentralized defense.
- AO is too large for him to directly control his company.

DEFEND A BATTLE POSITION

4-76. A BP is a defensive location oriented on a likely enemy avenue of approach. The commander may assign his subordinates BPs when he needs to retain a greater degree of control over the maneuver than when only in an AO. BPs normally are not held at all costs. The commander assigning a unit to a BP should specify when and

under what conditions the unit displaces from the position. If a unit is to defend a BP, its commander has the option of moving off the BP. If that unit is to retain a BP, its leader needs to know the specific conditions that must exist before his unit can displace. Units as large as battalion task forces and as small as squads or sections use BPs. A unit defends from a BP to—

- Destroy an enemy force in the EA.
- Block an enemy avenue of approach.
- Control key or decisive terrain.
- Fix the enemy force to allow another unit to maneuver.

4-77. The company commander assigns platoon BPs to allow each platoon to concentrate its fires or to place it in an advantageous position for the counterattack. The size of the platoon BP can vary, but it should provide enough depth and maneuver space for subordinate elements to maneuver into alternate or supplementary positions and to counterattack.

4-78. The BP is a general position on the ground. The platoon leader places his ICVs on the most favorable terrain in the BP based on the higher unit mission and commander's intent. The platoon then fights to retain the position unless ordered by the company commander to counterattack or displace. Below describes the basic methods of employing a platoon in a BP.

ONE BATTLE POSITION COVERING SAME AVENUE OF APPROACH

4-79. Rifle squads and ICVs are on the same BP covering the same avenue of approach (see Figure 4-3). The platoon can defend against mounted and dismounted attacks and move rapidly to another position. ICVs remain on the same BP as the squads when the terrain provides good observation, fields of fire, and cover and concealment to both the squads and ICVs.

4-80. Employing both elements of the Stryker platoon on the same BP covering the same avenue of approach is the most conservative use of the platoon. Its primary advantages are that it provides increased security, facilitates the remounting of vehicles, and facilitates C2 functions because of the proximity of both the vehicle and squad elements on the same approach.

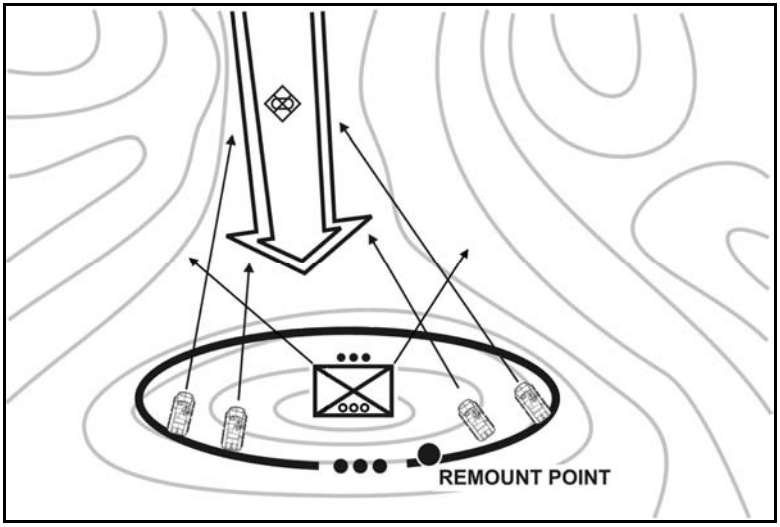

Figure 4-3. One battle position covering same avenue of approach

ONE BATTLE POSITION COVERING DIFFERENT AVENUES OF APPROACH

4-81. Rifle squads and ICVs are on the same BP covering different avenues of approach (see Figure 4-4).

4-82. When the BP has two equally dangerous avenues of approach, one with long-range and one with short-range fields of fire, the ICVs position to take advantage of their long-range fires, while the rifle squads are placed for short-range fires. Each element is positioned on terrain best suited to its capabilities.

4-83. During reduced visibility, the platoon leader may direct repositioning of some rifle squad elements to provide local security for the ICVs. This method requires that plans be made to shift ICVs if a dismounted avenue of approach becomes the most dangerous avenue of approach.

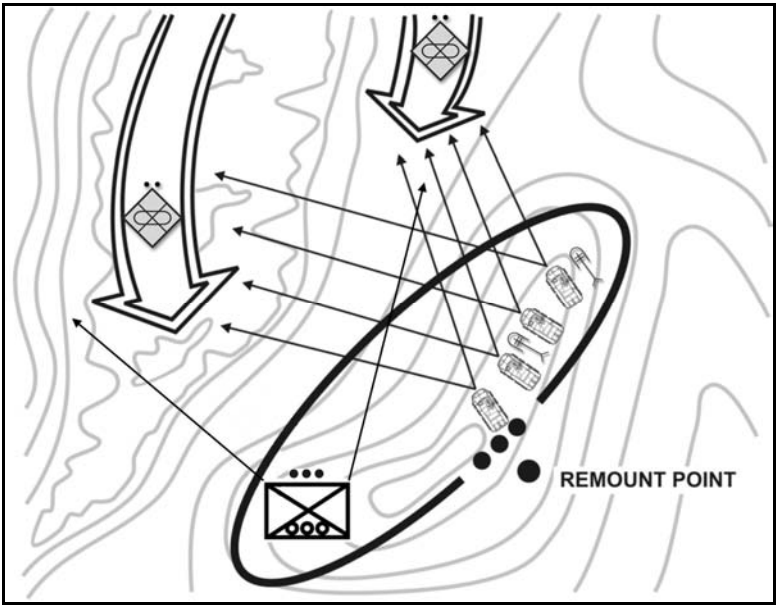

Figure 4-4. One battle position covering different avenues of approach

TWO BATTLE POSITIONS COVERING SAME AVENUE OF APPROACH

4-84. Rifle squads and ICVs are on different BPs covering the same avenue of approach (see Figure 4-5). If on separate BPs, ICVs and rifle squads must fight in relation to each other when covering the same avenues of approach. ICVs can provide the rifle squads supporting fires from their primary or alternate positions. Both elements are positioned to engage enemy forces on the same avenue of approach but at different ranges and direction.

4-85. The dismounted squads must be able to conduct operations without the support of the ICVs. The platoon leader must consider the amount of weapons, ammunition, and equipment that the dismounted squads can carry.

4-86. The platoon leader may employ the ICVs well forward to perform a specific task and to provide more depth to the defensive position. A section with a squad can also conduct security operations. Normally, they do so under the direction and control of the company commander.

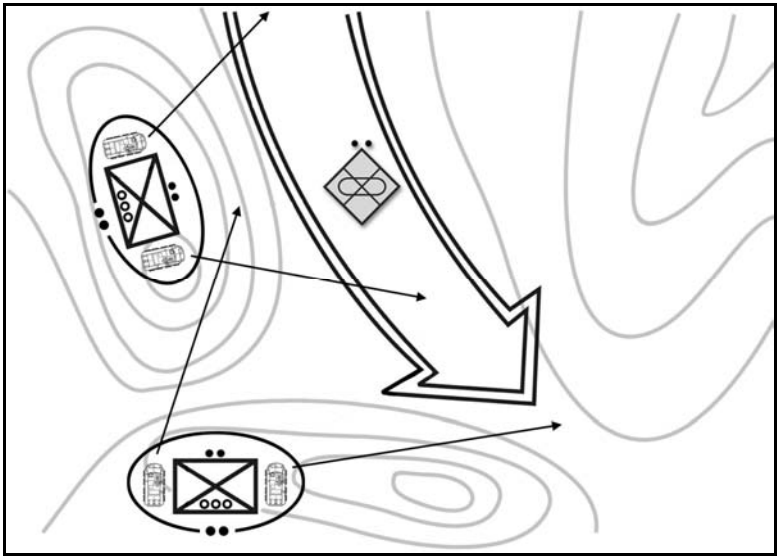

Figure 4-5. Two battle positions covering same avenue of approach

TWO BATTLE POSITIONS COVERING DIFFERENT AVENUE OF APPROACH

4-87. ICVs and dismounted squads may be on different BPs covering different avenues of approach. If the ICVs and rifle squads are fighting in relationship to each other, the platoon leader likely locates with the dismounted squads and the platoon sergeant locates with the mounted element. This technique may be effective when—

- Large numbers of dismounted Soldiers are required to hold a position.
- Primary positions for the dismounted squads do not allow adequate fields of fire for the ICVs.
- Dismounted squads occupy severely restricted terrain that the ICVs cannot traverse.
- Both a mounted and dismounted avenue of approach must be defended and the terrain cannot be defended from the same BP.

DEFEND A STRONGPOINT

4-88. Platoons, companies, and battalions can defend strongpoints. A strongpoint defense requires extensive engineer support (in terms of expertise, materials, and equipment) and takes a long time to complete. Since it requires such extensive engineer support, defending a strongpoint is not a common mission for the Stryker platoon. It also diminishes the mobility advantage of the Stryker platoon.

4-89. When the platoon is directed to defend a strongpoint, it must retain the position until ordered to withdraw. The success of the strongpoint defense depends

on how well the position is tied into the existing terrain. This type of defense is most effective when employed in terrain that provides cover and concealment to both the strongpoint and its supporting obstacles. Mountainous, forested, or urban terrain can be easily adapted to a strongpoint defense. Strongpoints in more open terrain require the use of reverse slopes or extensive camouflage and deception efforts. This defensive mission may require the platoon to—

- Hold key or decisive terrain critical to the company or battalion scheme of maneuver.
- Provide a pivot to maneuver friendly forces.
- Block an avenue of approach.
- Canalize the enemy into one or more EAs.

DEFEND A PERIMETER

4-90. A perimeter defense allows the defending force to orient in all directions (see Figure 4-6). In terms of weapons emplacement, direct and indirect fire integration, and reserve employment, a platoon leader conducting a perimeter defense should consider the same factors as a strongpoint operation.

4-91. The perimeter defense is relatively common during operations in noncontiguous areas and during stability sustainment operations. It provides all-round security yet limits maneuver and provides only limited depth. When defending a perimeter as part of a company, the platoon leader needs to know his sector, the frontline trace of the platoon, any specified positions for his crew-served weapons and ICVs, and the location of and overlapping fires from the units on his flanks. The Stryker platoon may execute a perimeter defense under a variety of conditions, to include—

- Holding critical terrain in areas where the defense is not tied in with adjacent units.
- Defending in place when it has been bypassed and isolated by the enemy.
- Conducting occupation of an independent AA or reserve position.
- Preparing a strongpoint.
- Concentrating fires in two or more adjacent avenues of approach.
- Defending support assets.
- Occupying a patrol base when dismounted.

4-92. A perimeter defense differs from other defenses in that the—

- Trace of the platoon is circular or triangular rather than linear.
- Unoccupied areas between squads are smaller.
- Flanks of squads are bent back to conform to the plan.
- Bulk of combat power is on the perimeter.
- Reserve is centrally located.

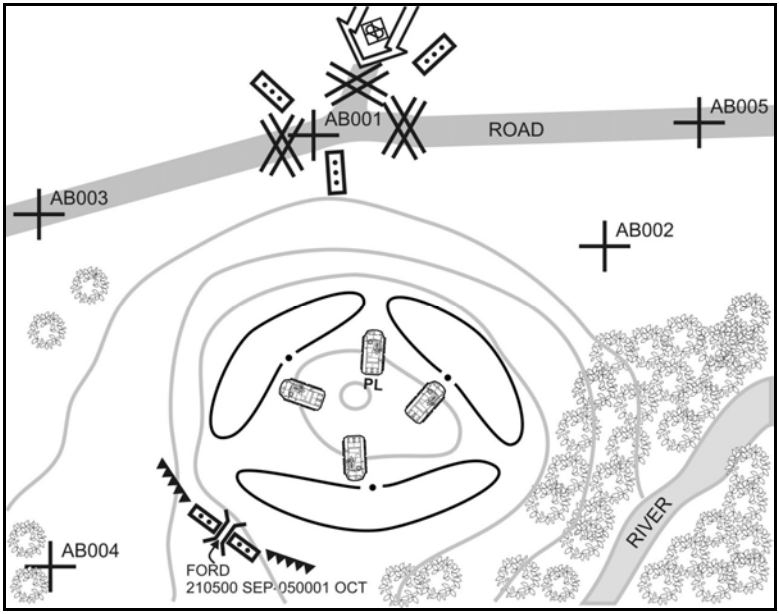

Figure 4-6. Perimeter defense

DEFEND A REVERSE SLOPE

4-93. The commander organizes a reverse slope defense on the portion of a terrain feature or slope with a topographical crest that masks the main defensive positions from enemy observation and direct fire. The commander forgoes his long-range fires to take advantage of the cover provided by the terrain. He also may want to reduce any salients in his line. The critical element of a successful reverse slope defense is the control of the forward crest.

SECTION VIII – FIGHTING POSITIONS

4-94. The defensive plan normally requires building fighting positions. The Stryker platoon uses fighting positions for its dismounted Infantry and for its ICVs.

4-95. Prefabricated barrier materials are increasingly available and have some important advantages over more traditional material. Side and overhead cover built with sandbags provide sufficient cover but are labor intensive and require constant maintenance. Prefabricated materials, such as corrugated metal bin revetments, are commonly used to build walls and barriers in semipermanent positions. Using prefabricated construction materials can greatly accelerate the construction of positions.

DISMOUNTED

4-96. Fighting positions protect Soldiers by providing cover from direct and indirect fires and concealment through positioning and proper camouflage. Because the battlefield conditions confronting Soldiers are seldom the same, there is no single standard fighting position design that fits all tactical situations. See FM 3-21.75 for details on the construction of—

- Hasty fighting positions.
- Fighting positions for crew-served weapons, to include machine guns and Javelins.
- Fighting positions for one, two, and three men.
- Positions for shoulder-launched munitions.

MOUNTED

4-97. Initially, ICVs use natural cover and concealment in hide positions to increase survivability. As time, assets, and situation permit, the crew, squad members, and other assets construct prepared positions. Digging prepared positions for ICVs and vehicles requires considerable effort and engineer support. Crews use these fighting positions for individual protection as well.

4-98. Parapets positioned at the front of or around major weapon systems provide improved protection from direct fire and from blast and fragments of impact burst indirect fire and artillery, mortar, and rocket shells but not against air burst HE rounds. The parapet functions as a standoff barrier for impact-detonating, direct fire HE AT rounds. If the enemy uses direct fire armor-piercing or hypervelocity projectiles, it is impractical to construct parapets thick enough for protection. To protect against these projectiles, the unit prepares deep-cut, hull-defilade, or turret-defilade positions. Construct fighting and protective positions for essential vehicles no larger than needed.

4-99. Battlefield success requires maneuver among fighting positions between main gun firings. Maximum use of terrain is necessary to conceal fighting vehicles maneuvering among fighting positions.

HASTY

4-100. Hasty fighting positions for combat vehicles take advantage of natural terrain features. Preparing these positions requires a minimal construction effort. A natural depression, such as a sunken road, shields the position from frontal attack and provides limited concealment if properly camouflaged. Protection improves if the position is deeper and the parapet extends around the vehicle's sides.

DELIBERATE

4-101. Crews prepare survivability positions in defensive positions or strongpoints to protect vehicles. The position is constructed in four parts: hull defilade, concealed access ramp or route, hide location, and weapon system defilade (see Figure 4-7). The process of digging in a Stryker unit requires many "blade hours," and

assets are very limited. If the platoon leader gets engineer support to dig in his platoon, he must carefully plan and prepare for their use to get the maximum possible benefit. He prepares the platoon area for the arrival of the blades by marking vehicle positions and designating guides for engineer vehicles.

4-102. The platoon leader must prioritize the survivability effort within the platoon. He may have time only to dig in positions that have the least amount of natural cover and concealment. Soil composition should also be a consideration in defensive positions selection; sites to avoid include those where the soil is overly soft, hard, wet, or rocky. The unit constructs vehicle fighting positions with both hull-defilade firing positions and turret-defilade observation positions.

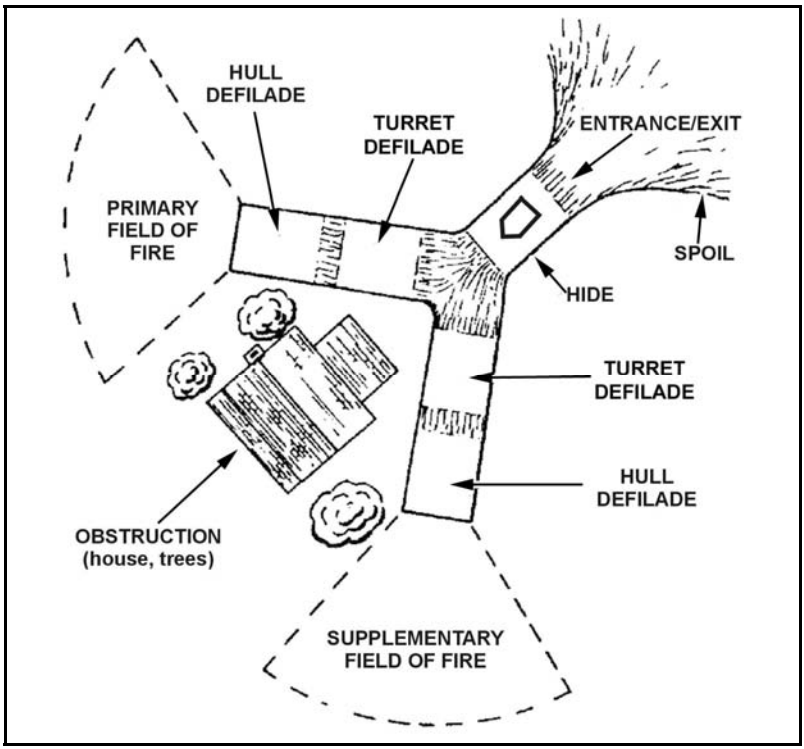

Figure 4-7. Top view of Y-shaped vehicular fighting position

SECTION IX – RETROGRADE OPERATIONS

4-103. Stryker platoons and squads conduct retrograde operations as part of a larger force. Below are the descriptions for the three types of retrograde operations.

WITHDRAWAL

4-104. A withdrawal occurs when an element disengages from enemy contact to reposition itself for another mission. Withdrawals are inherently dangerous because they involve moving units to the rear and away from what is usually a stronger enemy force. As part of a company, a platoon may fall back with the main element or may be the detachment left in contact in a withdrawal not under pressure.

4-105. Regardless of employment, the platoon leader conducts his withdrawal IAW his higher commander's guidance. On receipt of the order to conduct a withdrawal, the platoon leader begins preparing his order based on his higher unit's FRAGO. He identifies possible key terrain and routes based on the higher unit's graphics and his map. He formulates and briefs his FRAGO to his squad leaders and vehicle commanders. When the withdrawal is executed, they ensure they are moving IAW the platoon leader's plan by monitoring position location updates in conjunction with their digital graphics.

WITHDRAWAL NOT UNDER PRESSURE

4-106. In this type of withdrawal, platoons may serve as or be part of a detachment left in contact. A detachment left in contact deceives the enemy into thinking that the entire force is still in position. As the detachment left in contact, the platoon—

- Repositions ICV sections, squads, and weapons to cover the company's AO.
- Repositions a squad and an ICV to each of the other platoon positions to cover the most dangerous avenue of approach into the position.
- Continues the normal operating patterns of the company and simulates company radio traffic.
- Covers the company withdrawal with planned direct and indirect fires if the company is attacked during withdrawal.
- Withdraws by echelon once the company is at its next position. The ICV is specially suited for this purpose because of its protection, mobility, and organic weapon systems.

WITHDRAWAL UNDER PRESSURE

4-107. If the higher command cannot prepare and position a security force to cover the withdrawal, the main element may have to conduct a fighting withdrawal. The platoon disengages from the enemy by conducting fire and movement to the rear until disengaged and then mounts its ICVs and continues with the mission. Soldiers, squads, or ICV sections not in contact withdraw first to provide suppressive fire and to allow Soldier, squad, or ICV sections in contact to withdraw. The platoon usually has very little time to plan and prepare for a withdrawal under pressure.

DISENGAGEMENT

4-108. Based on orders from the battalion commander, the company commander decides how long to retain defensive positions. The company may have to remain and fight as long as possible, or it may have to disengage and displace to subsequent

positions. A platoon, as part of a company, may disengage to defend from another BP, to prepare for a counterattack, to delay, to withdraw, or to prepare for another mission. Factors to consider during a disengagement include the following:

- Fire and movement to the rear is the basic tactic for disengaging. Use all available fires slow the enemy and allow platoons to move away. The company commander may move his platoons and mass fires to stop or slow the enemy advance before beginning the movement away from the enemy.
- Units in the rear establish bases of fire to cover platoons or squads moving away from the enemy. One platoon or squad acts as the base of fire, delaying the enemy with fire or retaining terrain blocking his advance, while other platoons or squads disengage. The ICVs can also serve as a base of fire.
- Moving platoons or squads get to their next position and provide a base of fire to cover the rearward movement of forward platoons and squads.
- Fire and movement is repeated until contact with the enemy is broken, the platoons conduct a passage of lines, or the platoons are in position to resume their defense.
- Tactics used by the platoon to disengage from the enemy differ according to how the platoon is deployed, the company commander's plan for disengagement, and other factors. The following actions apply in all cases:
  - Platoons and squads use the terrain to its maximum advantage to cover rearward movement. The ICVs or squads back out of position and move, trying to keep a terrain feature between the vehicle and the enemy.
  - Rapid movement and an effective base of fire enhance the mobility of the ICV and are vital to a successful disengagement.
- Covered positions for vehicles and rifle squads should allow for easy remounting even during limited visibility in the remount point. Squad leaders must ensure their men know where the remount point is, where the vehicle is, and routes to the point. Routes to the remount point should be covered and should allow for speedy movement of both elements.

Methods

4-109. When the squads and vehicle elements are separated, the squads can disengage in three ways. The squad can disengage simultaneously (moving all teams at the same time) if the element is covered by another force. When the squads must cover their own movement, they disengage by teams or by thinning the lines.

Simultaneous Disengagement

4-110. When the squads simultaneously disengage, they assemble and move as one element to the remount point using proper movement techniques.

4-111. Simultaneous disengagement is favored when—

- Rapid movement is critical.

- Disengaging element is adequately covered by overwatching fires.
- Enemy has not closed on the rifle squad or cannot fire effectively at it.
- There are obstacles to delay the enemy.

4-112. Squads can disengage simultaneously when—

- Rifle squads can move before the enemy can close on the position because of an obstacle or the distance between the rifle squads and the enemy.
- Other platoons of the company or battalion are adequately covering the disengagement.

Disengagement by Squads or Teams

4-113. When the rifle platoon must cover its own movement, it uses the appropriate technique based on the enemy pressure. Disengaging by squads provides the most control but exposes more Soldiers. Displacing by fire teams decreases control somewhat but exposes fewer Soldiers at the same time. For example, when disengaging by squads—

- Two squads stay in position as a base of fire. The third squad and weapons squad move to the rear.
- Squads left in position must be able to fire into the entire element's sector to cover the movement of the other squad. Adjust sectors of fire for better coverage of the element's sector.
- Moving squad may displace by fire teams or as squads since two squads are covering their movement.
- Squads left in position sequentially disengage.
- Movement to the rear by alternating squads continues until contact is broken.
- Disengagement is complete once contact is broken, and the rifle squads move to the remount point using proper movement techniques.

Thinning the Lines

4-114. When enemy pressure is the greatest, the platoon disengages by thinning the lines. Selected Soldiers from each fire team (often one Soldier from each fighting position) disengage and move to the rear. The Soldiers still in position become the base of fire to cover the movement.

Infantry Carrier Vehicle Disengagement

4-115. When ICVs and squads are employed on the same position, the squads normally move to the remount point while the ICVs provide suppressive fire. The ICVs then quickly move to the remount point, linkup with the Infantry, load them, and move out. Squads use the disengagement techniques discussed previously. The method selected is dictated by the enemy situation, terrain, and the vehicle crew's ability to serve as a base of fire.

4-116. Because of the ICV's speed and protection against small-arms fire and artillery shell fragments, it is usually best for the squads (when deployed) to disengage while covered by the ICVs. If the ICVs are not in a position to support the squads by fire or if the squads are heavily engaged, the vehicle element may disengage first and move to a position to assist the squads in disengagement.

4-117. Below are discussions on the two basic ways vehicle elements can disengage.

Simultaneous Disengagement

4-118. When ICVs disengage simultaneously, they move as a platoon as quickly as possible. The platoon normally uses this method when ICVs are covered by another force and speed is the most critical factor. If the squads are already mounted, the entire platoon moves, using movement techniques, to a position designated by the commander. If squads are deployed, ICVs move to the remount point to pick them up, or they may attack the enemy by fire from a new position to allow the squads to disengage.

Disengagement by Vehicle or Section

4-119. When ICVs must cover their own disengagement, as many as three vehicles can stay in position as a base of fire while the remaining vehicles move to the rear. The ICVs in position must cover the entire sector until moving vehicles reach positions they can use to provide a base of fire.

DELAY

4-120. In a delay, the platoon forces the enemy to slow its movement by causing him to repeatedly deploy for the attack. Before the enemy assault, the delaying force withdraws to new positions. The key to a successful delay is to keep the enemy at a distance with indirect and direct fires and not to become decisively engaged. The squads or sections and platoons disengage from the enemy as described in a withdrawal under pressure. Once disengaged, a platoon moves directly to its next position and defends again.

4-121. Platoons and squads slow the advance of the enemy by causing casualties and equipment losses by employing—

- Ambushes.
- Artillery and mortar fire.
- Snipers.
- Obstacles.
- Minefields (to include phony minefields).

STAY-BEHIND OPERATIONS

4-122. Stay-behind operations can be a part of defensive or delay missions. In the defense, once the enemy's combat units have passed, the stay-behind forces can then attack the enemy's support and sustainment units.

Types

4-123. The two types of stay-behind operations are—

- **Unplanned.** In this operation, a unit finds itself cut off from other friendly elements for an indefinite time without specific planning or targets and must rely on its organic assets.
- **Deliberate.** In this operation, a unit plans to operate in an enemy-controlled area as a separate and cohesive element for a certain amount of time or until a specified event occurs. Squads and sections and platoons conduct this type of operation as part of larger units.

Planning Considerations

4-124. Stay-behind operations require extensive planning. Leaders must pay special attention to—

- **Task Organization.** The stay-behind unit includes only the Soldiers and equipment needed for the mission. It needs minimal logistics support and can provide its own security. The stay-behind unit must be able to hide easily and move through restrictive terrain. Stay-behind forces may or may not include ICVs and the mounted element.
- **Reconnaissance.** Prior to the conduct of stay-behind operations, units must identify suitable sites for patrol bases, hide positions, OPs, caches, water sources, dismounted and mounted avenues of approach, KZs, EAs, and covered and concealed approach routes.
- **Sustainment.** Because the stay-behind unit cannot be resupplied directly, rations, ammunition, radio batteries, water, and medical supplies are cached. Provisions for casualty and detainee evacuation depend on the company and battalion plans. Although ICVs in the stay-behind forces have advantages, they do require substantial sustainment resources.

RETIREMENT

4-125. Units conduct a retirement when not in contact with the enemy. Platoons and squads retire as members of a larger unit using standard movement techniques.

Chapter 5

Stability Operations

Stability operations are operations conducted outside the United States to maintain or reestablish a safe and secure environment and to provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. During stability operations, Stryker platoons and squads conduct similar tasks as those conducted during offensive and defensive operations. They provide the necessary combat force when required, conduct security tasks, and conduct reconnaissance missions. Their major challenge during stability operations is identifying and neutralizing the enemy while at least maintaining the neutrality of the population.

SECTION I –TEXT REFERENCES

5-1. Much of the planning and execution of stability operations are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 5-1 consolidates the references for additional information.

Table 5-1. Guide for subjects referenced in text

Subject	***References***
Tactical Mission Tasks	FM 3-90
Checkpoints	FM 3-21.8
Conducting Searches	FM 3-06.20
Cordon and Search	FM 3-06.20
Tactical and Direct Questioning	FM 3-21.75
Detainee Processing	FM 3-39.40
Countering Explosive Devices	FM 3-21.75 FM 3-21.8
Nonlethal Munitions	FM 3-22.40 FM 3-19.15

SECTION II – OVERVIEW

5-2. Stability operations are a part of full spectrum operations and occur with either offensive or defensive operations in foreign countries. They may be the decisive operation within a phase of a major combat operation. Although military

forces may initially have to take the lead in conducting stability operations for success, the goal is to transition to where the HN or other instruments of power predominate.

5-3. The purposes of stability operations are to—

- Provide a secure environment.
- Secure land areas.
- Meet the critical needs of the populace.
- Gain support for HN government.
- Shape the environment for interagency and HN success.

SECTION III – ESCALATION OF FORCE

5-4. Escalation of force is the process friendly forces use to determine the proportionate force level(s) of response to use in reaction to a particular incident. The goal is to properly train and equip Soldiers at all levels to apply escalation of force principles to prevent unnecessary deadly force engagements. This builds and reinforces a positive image of military forces with the local nationals and other noncombatants. Over time, the appropriate use of force may increase the trust and confidence of HN civilians in U.S. Soldiers, reduce casualties, and increase the flow of information from HN civilians to U.S. forces.

5-5. If force is warranted, determining the type and quantity of force to use can be confusing if all personnel are not trained in the proper execution of employing force. Escalation of force centers on using the proportionate amount of force needed to achieve a desired effect without endangering friendly personnel. If the desired effect is not achieved, escalation of force includes graduating the response by increased means of force until the desired effect is met.

5-6. Escalation of force is a range of options, not a step-by-step process. It provides a common concept meant to help Soldiers make quick decisions to protect themselves and other unit members while preventing unnecessary deaths and collateral damage during the application of force.

USE OF FORCE

5-7. Using needless or illegal force weakens the credibility and acceptability of U.S. forces both internationally and at home. It may also raise the level of violence in the region and create a situation in which U.S. forces become part of the local problem.

PASSIVE AND ACTIVE FORCE

5-8. The passive use of force employs physical means that do not harm individuals, structures, or equipment, such as using vehicles to block the passage of civilian vehicles and the removal of unauthorized persons from restricted areas.

5-9. The active use of force employs means that can physically harm individuals, structures, or equipment, such as using batons, rifle butts, or weapons fire.

PREPARATION

5-10. If Soldiers use active force, much depends on how well commanders have considered likely scenarios and how well prepared they and their troops are to meet such contingencies. All troops must be briefed and periodically updated on—

- Current potential threats.
- How to act in foreseeable emergencies.
- When active force may be required.
- ROEs.

SELF-DEFENSE

5-11. Using active force is always allowed in self-defense. Using deadly force in self-defense is allowed only as a last resort. As a guide, deadly force may be used in self-defense—

- When the safety of an individual member of the force or part of a force is in jeopardy.
- When attempts are made to disarm members by force.
- When attempts are made to arrest or abduct a member of U.S. forces, to include civilian members.
- In the face of resistance to prevent, by forceful means, U.S. forces from discharging their duties.
- When escalation of force measures have failed.

CONSIDERATIONS FOR RULES OF ENGAGEMENT

5-12. In all operations, effective command guidance and a detailed understanding of the ROEs are critical. Although discussed in this chapter, ROEs are not limited to stability operations. Even in general war, U.S. Soldiers may have limitations on the type and extent of weapons they can employ.

5-13. The ROEs are directives that explain the circumstances and limitations under which U.S. forces initiate and continue combat engagement with forces encountered. These rules reflect the requirements of the laws of war, operational concerns, and political considerations when the operational environment shifts from peace to conflict and back to peace.

5-14. The ROEs must be briefed and trained to the lowest level. They should be established for, disseminated to, and thoroughly understood by every Soldier in the unit. Commanders must assume that the belligerents they encounter also understand the ROEs. These unfriendly elements will attempt to use their understanding of the ROEs to their own advantage and to the disadvantage of friendly force.

SECTION IV – INTELLIGENCE SUPPORT

5-15. A number of intelligence-related assets may be in support of the Stryker platoons and squads when conducting mission operations, to include those described below.

COMPANY INTELLIGENCE SUPPORT TEAM

5-16. A company intelligence support team assists the commander with organizing information and coordinating the assets collecting for him. The company intelligence support team is the primary filter and analysis center for raw data at the company level.

5-17. The company intelligence support team—

- Provides situational awareness and situational understanding.
- Secures assets and intelligence information to target insurgents.
- Proposes targets to the commander for review and nomination.
- Requests classified products and sensitive information from the battalion S2 for inclusion in the target packet.
- Develops the company-level target packets and requests assets and effects in support of lethal and nonlethal operations.

5-18. To accomplish these responsibilities, the company intelligence support team—

- Collects data and conducts pattern analysis.
- Facilitates the exchange and dissemination of intelligence.
- Advises the commander on intelligence-related matters.
- Manages the company's lethal and nonlethal targeting.
- Manages the patrol prebrief and debrief processes for the company.

5-19. The primary information collection assets of the company intelligence support team are the platoons, the battalion, and other attached units. The more accurate the information gathered, the better quality of the intelligence received. The company intelligence support team organizes and analyzes the collected information and provides updated intelligence to platoons and other units operating in the company AO.

ATTACHED SUPPORT AND EQUIPMENT

5-20. To accomplish the primary stability tasks, the platoon may have a wide range of teams and equipment attached. The following are some of the most common:

- **Biometric Automated Toolset.** Is part of a biometric collection system that uses devices to collect three data elements: fingerprints, iris scans, and facial photographs. Soldiers collect this and other data that is downloaded into a database and saved. Soldiers can then retrieve and use

this information. Anyone who has been previously entered into the system is identified by their previously entered biometrics.

- **Joint Document and Media Exploitation Center.** Serves as the collection point for all enemy documents. Personnel perform in-theater screenings and exploitation of documents.
- **Linguists or Interpreters.** Assigned to subordinate elements for site exploitation based on availability. They rely on company Soldiers for protection, while Soldiers rely on them for accurate translations; thus, it is important to create and maintain a good working relationship.
  - **Category I Linguists.** Locally-hired personnel with an understanding of the English language. They are screened and hired in-theater and do not possess a security clearance.
  - **Category II Linguists.** U.S. citizens who have a native command of the target language and near-native command of the English language. They undergo a screening process, which includes a background check. Upon favorable findings, they are granted an equivalent of a secret collateral clearance.
  - **Category III Linguists**. U.S. citizens who have a native command of the target language and a native command of the English language. These personnel undergo a screening process, which includes a special background check. Upon favorable findings, they are granted an equivalent of a top secret clearance.
- **Civil Affairs Teams.** Collect information and conduct assessments to target their relief efforts or stabilize the civil environment. They can assist in assessing the platoon's operational environment and evaluating the effect of search operations on the region. They can also meet with local leaders to mitigate the impact of the search and outline the goals and objectives of the operation. They can also assist in identifying and targeting the enemy's nonlethal infrastructure.
- **Human Terrain Teams.** Increase the ability of brigades, battalions, companies, platoons, and squads to understand the local populace in which they live and operate. They are composed of military personnel, linguists, area studies specialists, and civilian social scientists. The teams are brigade assets and support the commander with open-source, unclassified sociocultural analysis.
- **Human Intelligence Collection Teams.** Collect information from human sources. They deploy in teams of up to four Soldiers as trained and certified human intelligence collectors. These Soldiers are trained to conduct interrogations, human intelligence source operations, and debriefings.
- **Weapons Intelligence Team.** Includes personnel with specialized skills who can conduct analysis of IED sites. They analyze material located on the objective that can be tied to IED development. Their capabilities include developing methods for IED detection, post-blast analysis, and IED defeat capabilities.

- **Combined Explosives Exploitation.** Cell is a joint agency tasked with the collection and exploitation of IED. It provides in-theater technical and operational analysis, including identification of enemy tactics and trends, to units in the field.
- **Law Enforcement Personnel.** Experienced criminal enterprise investigators and serve as investigators, planners, advisors, and SMEs in support of designated U.S. Army units.
- **Explosive Ordnance Disposal Personnel.** May be called upon to render safe or dispose of potential explosive ordnance or aid in explosive ordnance material collection and exploitation.
- **Tactical Psychological Operations Teams.** Support units when conducting search operations by disseminating information to influence the population on or near the objective. They seek to influence targets directly through face-to-face encounters, dissemination of printed products, and loudspeaker broadcasts.
- **Combat Camera Crews.** Military personnel that document the contributions made by U.S. forces.

SECTION V – PLATOON AND SQUAD TASKS

5-21. Stability operations are complex and demanding. The Stryker platoon in a stability operation must master skills from negotiating to establishing OPs and CPs to escorting a convoy. The tasks and techniques in this section should help the Stryker platoon leader implement these and other tasks.

5-22. Especially during stability operations, platoons and squads conduct activities that place them in the forefront of intelligence gathering. Tasks that Stryker Infantry perform—manning traffic control posts and CPs, roadblocks, and combat outposts; patrolling; and conducting searches—provide key information.

Note. In this section, the term "enemy forces" refers to guerillas, terrorists, or insurgent forces that generally try to blend into the local populations and engage in unconventional warfare.

CHECKPOINTS

5-23. A CP is a predetermined point used to control movement, such as where MP check vehicular or pedestrian traffic to enforce circulation control measures and other laws, orders, and regulations.

5-24. One of the main missions conducted during stability operations is the vehicle CP or traffic control post. Units consider these as standard tasks and, through repetitive execution, can perform them virtually like battle drills. This is beneficial given the often constrained planning and preparation time at company and platoon level.

5-25. The four types of CPs are deliberate, hasty, snap, and vehicular traffic stops. Figure 5-1 shows an example of a deliberate CP. (See FM 3-21.8 for details on the types, layout, task organization, and other features of CPs.)

PURPOSES

5-26. The Stryker platoon, by itself or as part of a larger force, may establish a CP to—

- Obtain intelligence.
- Identify enemy combatants or seize illegal weapons.
- Disrupt enemy movement or actions.
- Deter illegal movement.
- Control movement into the AO or onto a specific route.
- Demonstrate the presence of U.S. forces.
- Prevent smuggling of contraband.
- Enforce the terms of peace agreements.
- Serve as an OP, patrol base, or both.

ADVANTAGES AND DISADVANTAGES

5-27. CPs offer units the following advantages regardless of the level of conflict. CPs—

- Act as an intimidating show of force.
- Provide Soldiers and commanders with better situational awareness.
- Provide reassurance to the friendly elements of the population.
- Serve to gain the initiative for limited periods.
- Help maintain friendly force vigilance.
- Keep the enemy off balance.

5-28. CPs have the following disadvantages. They may—

- Create a pattern, giving the enemy the opportunity to gather information on techniques and procedures used by friendly forces.
- Invite targeting for attack if Soldiers are undisciplined or lax.
- Incite the local populace to assist or join hostile elements.
- Commit forces needed elsewhere due to the level of effort required to conduct CPs.
- Increase the potential for direct attack due to their static locations.

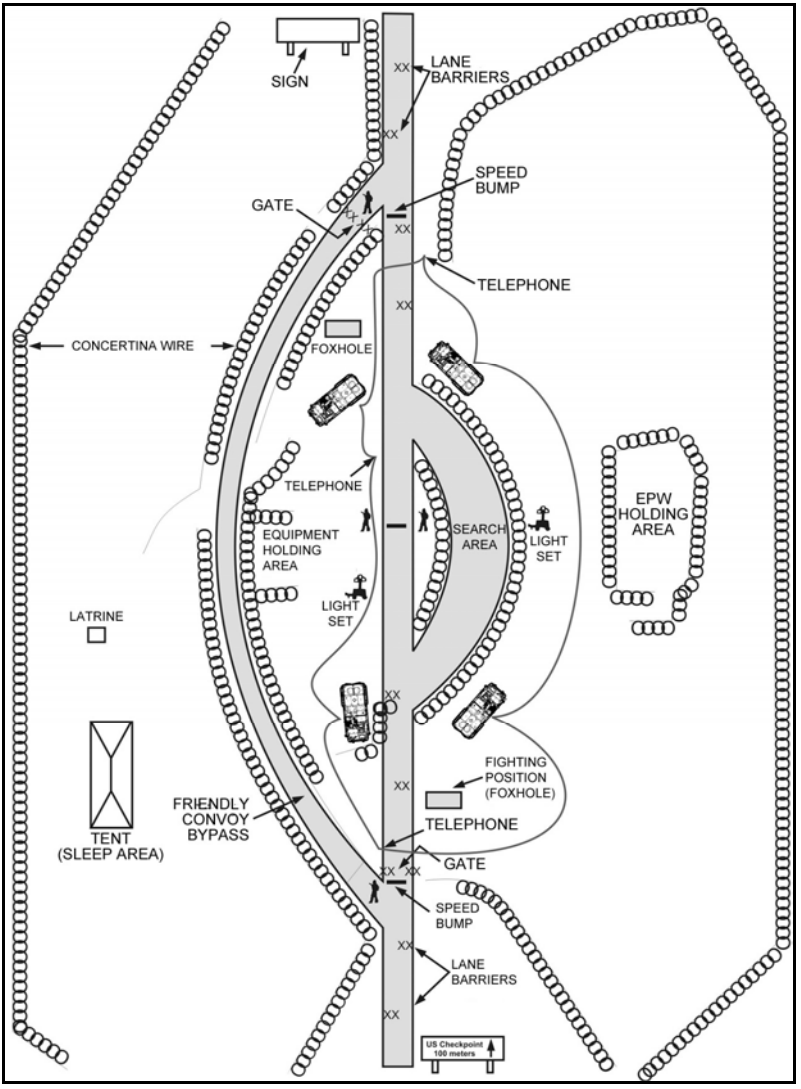

Figure 5-1. Example of deliberate checkpoint layout

ROADBLOCKS

5-29. Use a roadblock to limit the movement of vehicles along a route or to close access to certain areas or roads. Roadblocks can be either deliberate or hasty, with the primary difference being the extent of planning and preparation conducted by the establishing force.

COMBAT OUTPOSTS

5-30. A Stryker rifle platoon may be required to construct and man combat outposts. Each combat outpost is established for a specified purpose and period of time. Combat outposts are integrated into the supporting direct and indirect fire plans and into the overall tactical plan. The planning requirements for a combat outpost are usually the same as those for establishing and defending a perimeter. Based on METT-TC variables, combat outposts may include specialized facilities, such as those shown in Figure 5-2.

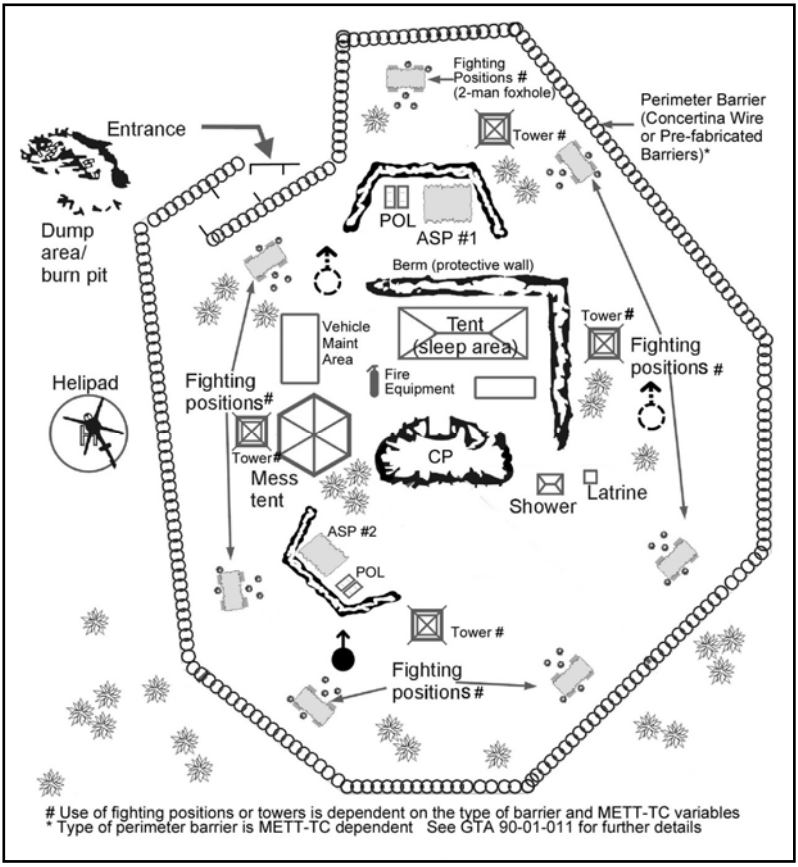

Figure 5-2. Example combat outpost

PATROLS

5-31. Stryker platoons and squads conduct frequent patrols during offensive, defensive, and stability operations. Every patrol has a specific mission and is planned. (See Chapter 6 for details.)

5-32. Reconnaissance patrols conducted overtly (sometimes called presence patrols) during stability operations provide a strong presence, enable regular and nonthreatening contact with the local population, gather information, and develop a more thorough understanding of the unit's AO.

PRESENCE PATROLS

5-33. U.S. forces are deployed increasingly in UO and in support of stability operation missions all around the world. Presence patrols want to both show force and lend confidence and stability to the local population. A commander should only use a presence patrol where enemy contact is likely.

5-34. The presence patrol is also a primary means by which the commander collects information about his AO. The platoon can conduct mounted or dismounted presence patrols planned by the higher HQ to—

- Confirm or supervise an agreed ceasefire.
- Gain information.
- Show a stability force presence.
- Reassure communities.
- Inspect existing or vacated positions of former belligerents.
- Escort former belligerents or local populations through trouble spots.

PLANNING CONSIDERATIONS

5-35. Leaders use the same TLP to plan and prepare for a presence patrol as they do for any patrol. However, they should address the following additional considerations when planning or conducting patrols in and around urban areas:

- Leaders and Soldiers must plan for and rehearse actions in and around large crowds of civilians or noncombatants. Ensure there is a contingency plan for dealing with large crowds of noncombatants or large hostile crowds.
- All leaders and Soldiers should be briefed on intelligence collection priorities. Receive as much information as possible about the patrol route, structures, civilian attitudes, recent incidents, or a pattern of incidents. The company intelligence support team should provide much of this information. Members of the local population may pass information to members of the presence patrol. Also, speak with others who have recently patrolled the same area.
- Soldiers must be assigned responsibility to maintain all-round and high-low security for each floor and the roof of buildings. Consider periodically occupying rooftops during the course of the patrol to increase observation and security.

- Navigation by grid in an urban area can be difficult. Maps that show street names, neighborhoods, and so on are much more useful.
- Leaders should know the numbers and locations of translators or interpreters in the patrol. Also, know the ethnicity of the translators and how that might affect the population of the patrol area or route.
- Leaders should determine the speed of the patrol based on the METT-TC variables. At times, the speed may be slow and even, promoting a relaxed and confident attitude toward the population. At other times, the nature of the threat (human and IED) may call for high-speed movement.

ATTACKS ON PRESENCE PATROLS

5-36. Urban terrain provides multiple opportunities for attack against patrols in the stability environment. The locations of enemy firing points can be concealed by building characteristics, vehicles, civilian population, and noise. Therefore, the patrol must regain the initiative during an engagement by immediate and aggressive action.

5-37. An attack is normally initiated on a patrol only when the attacker has an open escape route. This emphasizes the need to maneuver teams quickly in order to provide depth and to cordon the area immediately after the initial reaction to contact. The teams out of contact must rapidly envelop the firing point indicated by the element in contact and try to close off the suspected escape route. The element in contact must provide general directions or guidance to the other teams not in contact. Reacting quickly and aggressively based on limited information is always preferred over giving the attacker a chance to escape.

5-38. Other factors of an attack on a patrol follow:

- Most engagements last only for a brief time. The enemy typically breaks contact and runs after the initial engagement.
- Engagements may be initiated with some type of IED or other command-detonated explosive device.
- Indigenous personnel firing weapons may not always pose a threat, such as celebratory fire. Stay aware of the different situations in which weapons firing may not be threatening.

SEARCHES

5-39. Searches are an important aspect of populace and resource control. The need to conduct search operations or to employ search procedures is a continuous requirement. Searches orient on people, materiel, buildings, or terrain. A search usually involves both civil police and HN Soldiers but may involve only U.S. Army Soldiers. (See FM 3-06.20 for details on conducting searches.)

5-40. Misuse of search authority can adversely affect the outcome of operations. Soldiers must lawfully conduct and record the seizure of contraband, evidence, intelligence material, supplies, or other minor items for their seizure to be of future legal value. Proper use of authority during searches gains the respect and support of the people. For procedures, leaders should consult available references, such as unit TACSOPs, theater training requirements, handbooks, or the *Soldier's Manual of Common Tasks.*

SEARCHING HOUSES

5-41. The object of a house search is to locate controlled items and to screen residents to determine if any are suspected threat forces or sympathizers (see Figure 5-3). Soldiers should take care to respect national customs. For instance, in a Muslim country, allow the male resident to take women out of the house prior to the search.

5-42. A search party assigned to search an occupied building should have at least one local police officer, a protective escort for local security, and a female searcher. Arrange escort parties and transportation prior to searching a house. If inhabitants remain in the house, the protective escort must isolate and secure the inhabitants during the search.

5-43. Forced entry might be necessary if a house is vacant or if an occupant refuses to allow searchers to enter. If the unit searches a house containing property while its occupants are away, it should secure the house to prevent looting. Before the unit departs, the commander should arrange for the community to protect such houses until the occupants return. The commander should have enough money to pay immediately for damages to locks and doors.

5-44. Units should make every effort to leave the house in the same or better condition than when the search began. In addition to information collection, the search team may use cameras or video recorders to establish the condition of the house before and after the search. Document all sensitive material or equipment found in the house before it is removed or collected, to include date, time, location, the person from whom it was confiscated, and the reason for the confiscation. Cameras can assist in this procedure.

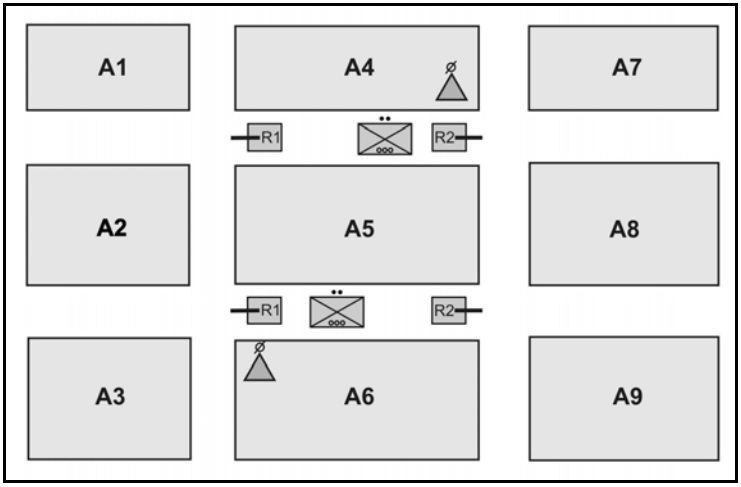

Figure 5-3. Stryker platoon securing urban area during a search

SEARCHING MALES

5-45. Anyone in an area to be searched could be an insurgent or a sympathizer. However, to avoid making an enemy out of a suspect who may support the HN government, searchers are tactful. The greatest caution is required during the initial handling of a person about to be searched. One member of the search team covers the member who makes the actual search.

5-46. During the search, apprehend and control detainees. Keep detainees out of unsearched rooms. Also, photograph detainees and enter physical data, such as a retinal scan and fingerprints, into the database through the handheld interagency identity detection equipment or similar systems.

SEARCHING FEMALES

5-47. The enemy uses females for all types of tasks when he thinks searches might be a threat. To counter this, use female searchers. If they are not available, use local females, doctors, medics, or male members of the local populace. If male Soldiers must search females, take all possible measures to prevent any perception of sexual molestation or assault.

SEARCHING VEHICLES

5-48. Equipment such as mirrors and tools may be necessary to search vehicles. Specially trained military working dogs can help locate narcotics or explosives. Prior to the search, the driver can be directed to open all compartments. A thorough search of a vehicle is a time-consuming process. Consider the impact on the population. Establish a separate vehicle search area to avoid unnecessary delays.

CORDON AND SEARCH

5-49. Cordon and search operations involve isolating the target area and searching suspected buildings to capture or destroy possible insurgents and contraband. (See FM 3-06.20 for details.) The Stryker platoon normally participates in a cordon and search as part of a larger element. However, the platoon may conduct a cordon and search independently when the objective is small, such as a city block or farm. The organization of the force is similar to that of a patrol or raid force and consists of four elements:

- **Command Element.** Command element is the HQ of the unit conducting the mission. It provides C2 for the operation, coordinating the various assets.
- **Security Element.** Security element isolates the objective and specific target areas within the objective.
- **Search/Assault Element.** Search/assault element clears, searches, and assaults the specific building or area in which the target is located and captures, kills, or destroys the target. The search/assault element may be further broken down into separate groups to accomplish its assigned tasks. It initiates action once the outer and inner cordons are in place.
- **Support Element.** Support elements acts as a force multiplier during cordon and search operations.

DIRECT AND INDIRECT FIRE PLANNING

5-50. The commander's fire plan must explain how the unit will achieve its purpose while maintaining the safety of its members. This is accomplished by knowing the planned location of all friendly elements and the effects of the weapons used and their corresponding risk estimated distance. Fires from the inner cordon and the search element should be especially controlled to prevent fratricide. During the operation, each element leader must maintain situational awareness of the other elements in the cordon and maintain positive fire control within his unit. Each Soldier must have positive target identification prior to engaging. Adhere to all ROEs.

5-51. Considerations for direct fire planning for the outer and inner cordon follow:

- **Outer Cordon.** Outer cordon force leader establishes clear sectors of fire oriented away from the cordon. The platoon leader must analyze the area of the outer cordon and identify local conditions that restrict or limit direct fire capability. Adjust weapons mix and capabilities based on the analysis of the objective area.
- **Inner Cordon.** Inner cordon element must use strict and well-planned fire control measures to avoid fratricide with the search/assault element and the outer cordon. The personnel of the search/assault element must recognize the hazard to both the inner and outer cordon forces caused by firing through exterior doors and windows.

5-52. Indirect fires should be planned. They, particularly guided munitions, may be employed against well-identified and located targets during cordon and search

operations when units encounter significant enemy resistance. Planning for the clearance of indirect fires includes compliance with the ROEs, the identification of the firing unit and requested munitions, communication channels, and airspace coordination.

CONDUCTING THE CORDON

5-53. The mission of the outer cordon is to isolate the search area and prevent enemy outside the cordon from reinforcing the forces in the search area, penetrating the cordon, or otherwise affecting the overall operation. To accomplish the mission, the outer cordon may have to be more terrain-oriented, focusing on the most probable avenues of approach into and out of the objective area.

5-54. The mission of the inner cordon is to contain the immediate vicinity of the target to prevent escape and to provide security to the search/assault element. If the cordon and search is opposed by a hostile force, the inner cordon provides support by fire. The inner cordon provides direct fires to suppress the enemy force and to allow maneuver of the search/assault element to the objective. Due to the congested nature of the urban environment, direct fire control measures can be complicated.

CONDUCTING THE SEARCH

5-55. The search should inconvenience the populace enough to discourage targeted individuals and groups and their sympathizers from remaining in the locale but not enough to drive the rest of the populace to collaborate with belligerents.

5-56. A large-scale search of the urban area is a combined civil police and military operation normally conducted at battalion level or higher. A large-scale search requires detailed planning, coordination, and rehearsal. In larger towns or cities, the local police might have detailed maps showing relative sizes and locations of buildings. Units avoid forecasting the search by conducting the same type and level of activity, such as patrols, in the target area.

CONTROLLING THE POPULATION

5-57. During an urban search, the Stryker units conducting the search will have to control local civilians within the search area. Below are the descriptions for the three basic methods of controlling the inhabitants within the search area.

Central Location

5-58. Assemble inhabitants in a central location if they appear to be hostile. This method provides the most control, simplifies a thorough search, denies the belligerents an opportunity to conceal evidence, and allows for detailed interrogation. It has the disadvantage of taking the inhabitants away from their dwellings, thus encouraging looting, which, in turn, engenders ill feelings.

Home Restriction

5-59. Restrict the inhabitants to their homes. This prohibits movement of civilians, allows them to stay in their dwellings, and discourages looting. The disadvantages of

this method are that it makes control and interrogation difficult and gives inhabitants time to conceal evidence in their homes.

Heads of Households

5-60. Control the head of each household. Often, this is the best method for controlling the populace during a search. Tell the head of the household to remain in the front of the house while bringing everyone else in the house to a central location. During the search, the head of the household can see that the search team steals nothing. This person can also open doors and containers to facilitate the search.

INTERACTING WITH THE POPULACE

5-61. Tactical questioning is the expedient, initial questioning of individuals to obtain information of immediate value. When interacting with the populace, conduct tactical questioning in a more conversational manner to build rapport with the local population while collecting information and understanding the environment.

5-62. Unit leaders must include specific guidance for tactical questioning in the OPORD. Conduct tactical questioning according to the unit's TACSOP, ROEs, and orders for the mission. (See FM 3-21.75 for details.)

DEBRIEFING AND REPORTING

5-63. Begin a detailed debriefing after returning from the objective or site. Everyone on the mission has a role to play in a debriefing. A practical method for debriefing is to review all patrol actions chronologically. Leaders should not consider the mission complete or the personnel released until the debriefings and reports are done.

5-64. Report all information collected by units in contact with the local population through the chain of command. Upon return from the mission, download photos, and lay out all material taken from the objective. Finally, make as detailed a sketch as possible for visual reference of debriefed patrol areas.

SITE EXPLOITATION

5-65. Site exploitation is the action taken to ensure that documents, material, and personnel are identified, collected, protected, and evaluated to facilitate follow-on actions. Conducting site exploitation is inherent in many tasks of the Stryker platoons and squads and includes tactical questioning at the platoon and squad level. It focuses on actions taken by Soldiers and leaders at the point of initial contact.

5-66. When conducted correctly, site exploitation provides intelligence for future operations, answers information requirements, and gathers evidence. The unit and Soldiers should not focus all of their efforts on the specific requirements of the search; they should be aware of anything unusual and worth reporting and investigating.

DETAINEE PROCESSING

5-67. Detainee processing begins when U.S. armed forces capture an individual. Detainee processing is accomplished at the point of capture for security, control, intelligence, and the welfare of detainees while in evacuation channels. All detainee processing must be accomplished with care to collect critical intelligence effectively, preserve evidence, maintain accountability, and protect detainees from danger or harm. (See FM 3-39.40 for details.)

ROUTE CLEARANCE

5-68. Route clearance is a mobility operation normally conducted by the engineers. The Stryker platoon, as part of a company, may assist in route clearance and provide the security element or reaction force.

PURPOSES

5-69. Route clearance may—

- Clear a route for the initial entry of the battalion into an AO.
- Clear a route ahead of a planned convoy to ensure that belligerent elements have not emplaced new obstacles since the last time the route was cleared.
- Secure the route for use as a main supply route.

PLANNING CONSIDERATIONS

5-70. The planning considerations for opening and securing a route resemble those for a convoy escort operation. The company commander analyzes the route and develops contingency plans for such possibilities as likely ambush locations and sites that are likely to be mined. The size and composition of a team charged with opening and securing a route is based on METT-TC variables.

SECURITY FORCE ASSISTANCE

5-71. As part of a larger force, the Stryker platoon may be involved in security force assistance operations. Security force assistance is the unified action to generate, employ, and sustain local, HN, or regional security forces in support of a legitimate authority. Some aspects of security force assistance operations include—

- Joint effort of military and other governmental agencies.
- Training of military, police, border security, and other paramilitary organizations.
- Training that includes conventional combat, combating internal threats, or serving as part of a multinational force or peacekeepers in other areas.

5-72. Stryker rifle platoons may be assigned to three general types of security assistance operations.

PARTNERING

5-73. Partnering attaches U.S. units at various levels with foreign units to leverage the strengths of both U.S. and foreign security forces. A partnering unit shares responsibility for a HN's AO and supports its partner HN's operations. Partnering activities include combined planning, training, and operations. Partnering U.S. units may have to provide advisor teams as well as support maneuver units.

AUGMENTING

5-74. Augmenting is an arrangement in which the HN provides individuals or elements to combine with U.S. units or vice-versa. Augmenting immerses HN personnel in a U.S. environment to provide language and cultural awareness to the U.S. unit. Augmentation improves the interdependence and interoperability of U.S. and foreign security forces.

5-75. Augmentation can occur at many levels and in many different forms. Similarly, augmentation can be of short duration for a specific operation or of a longer duration for an enduring mission.

ADVISING

5-76. Advising is the use of influence to teach, coach, and advise while working by, with, and through the HN. Advising is the primary type of security force assistance and is the most efficient means of helping an HN become an effective and legitimate branch of a developing foreign state. Advising requires relationship building and candid discourse to influence development of a professional security force. Advisors conduct partnership shaping functions, shape discussions with their counterparts, and create opportunities for the partner units.

5-77. A Stryker rifle platoon may be under the operational control of an advisor team. The platoon's primary mission is to provide security. However, it can also be assigned to accomplish some of the advisor team's missions, to include conducting individual and collective training of HN forces.

AREA SECURITY OPERATIONS

5-78. Area security operations protect specific critical and vulnerable assets or terrain from enemy observation and direct fire. These operations can consist of escorting friendly convoys; protecting critical points, such as bridges, C2 installations, or other key and vulnerable sites; or participating in protection of large areas, such as airfields. The platoon normally performs an area security operation when conventional security or combat operations would not work. The platoon may perform area security operations as part of a larger force or as an independent platoon mission.

5-79. Stryker platoons normally conduct area security missions to protect high-value points, areas, or assets. Whether these (and the defensive technique chosen) require protection and the amount of protection they require depend on the METT-TC variables. The platoon leader must integrate his elements into the overall security plan for the area he must protect. Area security operations rely on various techniques, which may include reconnaissance, security, defensive, and offensive tasks.

5-80. Generally, when deploying for area security, the platoon initially establishes a perimeter around the area to be secured. It then develops the defense based on the METT-TC variables and the priority of work. To further improve the position, the platoon employs hasty protective minefields, wire, and other obstacles (as appropriate and available). Once it sets up vehicle positions and obstacles, the platoon develops a fire plan and submits the plan to higher HQ. This plan includes integrated direct and indirect fires.

5-81. In addition to setting up the platoon position around the asset to be secured, the platoon employs patrols and OPs to enhance security (see Figure 5-4). Reconnaissance patrols and combat patrols define the AO, gain information on enemy forces, and destroy small dismounted enemy reconnaissance elements. The platoon deploys OPs to observe likely avenues of approach, provide early warning of enemy activity, and aid in control of indirect fires.

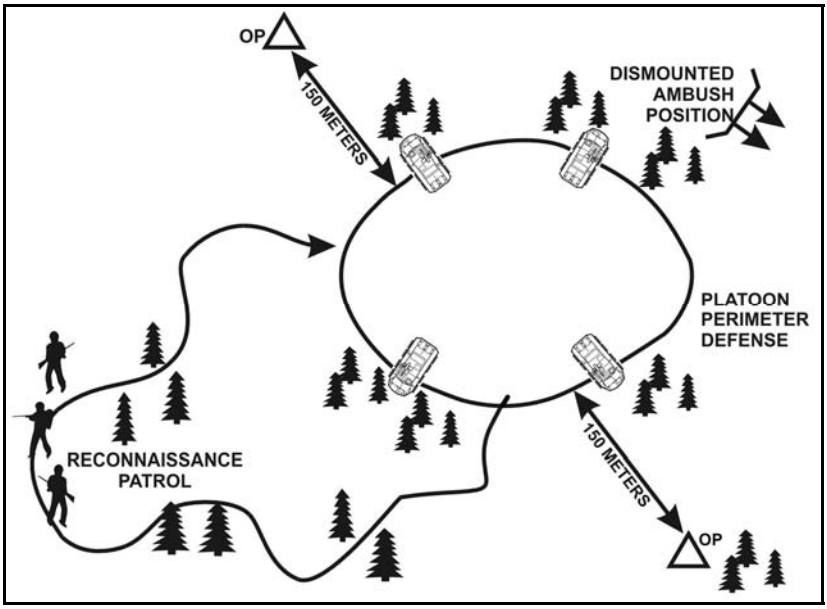

Figure 5-4. Platoon area security dispositions

COUNTERING EXPLOSIVE DEVICES

5-82. IEDs, mines, car bombs, unexploded ordnance, and suicide bombers pose deadly and pervasive threats to Soldiers and civilians primarily during stability operations in operational areas all over the world. Soldiers at all levels must know about these hazards and how to identify, avoid, and react to them properly. The company commander and company intelligence support team should develop procedures and drills to track and record IEDs activity in their respective AOs. Newly assigned leaders and Soldiers should read everything available on current local threats; the operational environment; and the unit's policies, such as those found in the unit's TACSOP and in locally-produced Soldier handbooks and leader guidebooks. (See FM 3-21.75 and FM 3-21.8 for details.)

LODGMENT AREAS OR FORWARD OPERATING BASES

5-83. A lodgment area (base camp) or forward operating base is a well-prepared position used as a base of operations and staging area for the occupying unit. Like an AA or defensive strongpoint, the lodgment area also provides security.

5-84. Stryker platoons and squads assist in the establishment and occupation of a lodgment area or forward operating base as part of a larger unit. Some tasks they may conduct are—

- Providing security during and after construction.
- Manning entry points and observation points.
- Acting as a quick reaction force.
- Conducting patrols.

NEGOTIATION AND KEY LEADER ENGAGEMENT

5-85. The Stryker platoon leader may have to conduct negotiations and key leader engagements.

NEGOTIATION

5-86. A negotiation is a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage, or to craft outcomes to satisfy various interests. Negotiations are not conducted in isolation. They support the unit's mission and the commander's intent. Negotiations require leaders to thoroughly understand their authority to negotiate. The negotiator must know when he has reached the limits of his negotiating authority and turn over the discussion to a higher authority. Negotiations move up through the levels of authority until the issue is resolved.

5-87. In stability operations, the platoon leader, his subordinate leaders, and other Soldiers conduct some form of negotiations almost daily. The two main types of negotiations are situational and preplanned. At platoon level, situational negotiations are far more common than preplanned ones.

Situational

5-88. Situational negotiations allow immediate discussion and resolution of an issue or problem. For example, members of an advance guard may have to negotiate the passage of a convoy through a CP.

Preplanned

5-89. Preplanned negotiations allow discussion and resolution of an upcoming, specific issue or problem. For example, the Stryker platoon leader conducts a work coordination meeting between leaders of the belligerents to determine mine clearing responsibilities.

5-90. Before a preplanned negotiation, leaders must also know every aspect of the dispute or issue. The negotiator's goal is to reach an agreement that is acceptable to both sides and that reduces antagonism and the threat of renewed hostilities.

Identify Purpose

5-91. Before contacting leaders of the belligerent parties to initiate the negotiation process, the leader must familiarize himself with both the situation and the area in which his unit will operate. This includes identifying and evaluating avenues of approach that connect the opposing forces. Before conducting negotiations, the platoon leader should be given detailed guidance on the purpose and limits of the planned negotiation.

Establish Proper Context

5-92. The platoon leader must earn the trust and confidence of each opposing party. This includes establishing an atmosphere (and a physical setting) that participants judge to be both fair and safe. The platoon leader should—

- Conduct joint negotiations on matters that affect both parties.
- Remain neutral when serving as a mediator.
- Learn as much as possible about the belligerents and the details of the dispute or issue under negotiation. Other factors include the geography of the area and specific limitations or restrictions.
- Gain and keep the trust of the opposing parties by being firm, fair, and polite.
- Use tact, and remain patient and objective.
- Follow applicable local and national laws and international agreements exactly.

Prepare

5-93. Thorough, exacting preparation is another important factor in ensuring the success of the negotiation process. Company personnel—

- Negotiate sequentially, from subordinate level to senior level.
- Select and prepare a meeting place that is acceptable to all parties.
- Arrange for interpreters and adequate communications facilities as necessary.
- Ensure that all opposing parties and the negotiating company use a common map (edition and scale).
- Coordinate all necessary movement.
- Establish local security.
- Keep higher HQ informed throughout preparation and during the negotiations.
- Arrange to record the negotiations (use audio or video recording equipment if available).

Negotiate

5-94. Negotiators must always maintain control of the session. They must be firm, yet even-handed, in leading the discussion. At the same time, they must be flexible, with a willingness to accept recommendations from the opposing parties and from their own assistants and advisors, who—

- Exchange greetings.
- Introduce all participants by name, including negotiators and any advisors.
- Consider using small talk at the beginning of the session to put the participants at ease.
- Allow each side to state its case without interruptions and prejudgments.
- Record issues presented by both sides.
- Produce evidence or proof to establish the facts if one side makes an incorrect statement.
- If the negotiating team or peacekeeping force has a preferred solution, present it and encourage both sides to accept it.
- Close the meeting by explaining to both sides what they have agreed to and what actions they must take. If necessary, be prepared to present this information in writing for their signatures.
- Do not negotiate or make deals in the presence of the media.
- Maintain the highest standards of conduct at all times.

KEY LEADER ENGAGEMENT

5-95. The Stryker platoon leader may be involved in key leader engagement. Key leader engagement is a method for building relationships with people and entities of influence in an AO. It is the leader's responsibility to respect and apply cultural norms as a means of obtaining information, influencing behavior, and building an indigenous base of support for multinational and government objectives. The following are steps for a successful key leader engagement:

- Identify key leader(s).
- Prepare intelligence of environment.
- Identify desired effects.
- Prepare.
- Execute.
- Debrief and report.
- Reengage.

COMPLIANCE MONITORING

5-96. Compliance monitoring involves observing belligerents and working with them to ensure they meet the conditions of one or more applicable agreements. Examples of the process include overseeing the separation of opposing combat elements, the withdrawing heavy weapons from a sector, or clearing of a minefield (see Figure 5-5). Planning for compliance monitoring should cover, but is not limited to, the following considerations:

- Liaison teams, with suitable communications and transportation assets, are assigned to the HQ of the opposing sides. Liaison personnel maintain communications with the leaders of their assigned element and talk directly to each other and to their mutual commander.
- Platoon leaders position where violations are most likely to occur.
- Subordinates position where they can observe the opposing parties, instructing them to assess compliance and report any violations.
- As directed, the platoon leader keeps higher HQ informed of all developments, including his assessment of compliance and noncompliance.

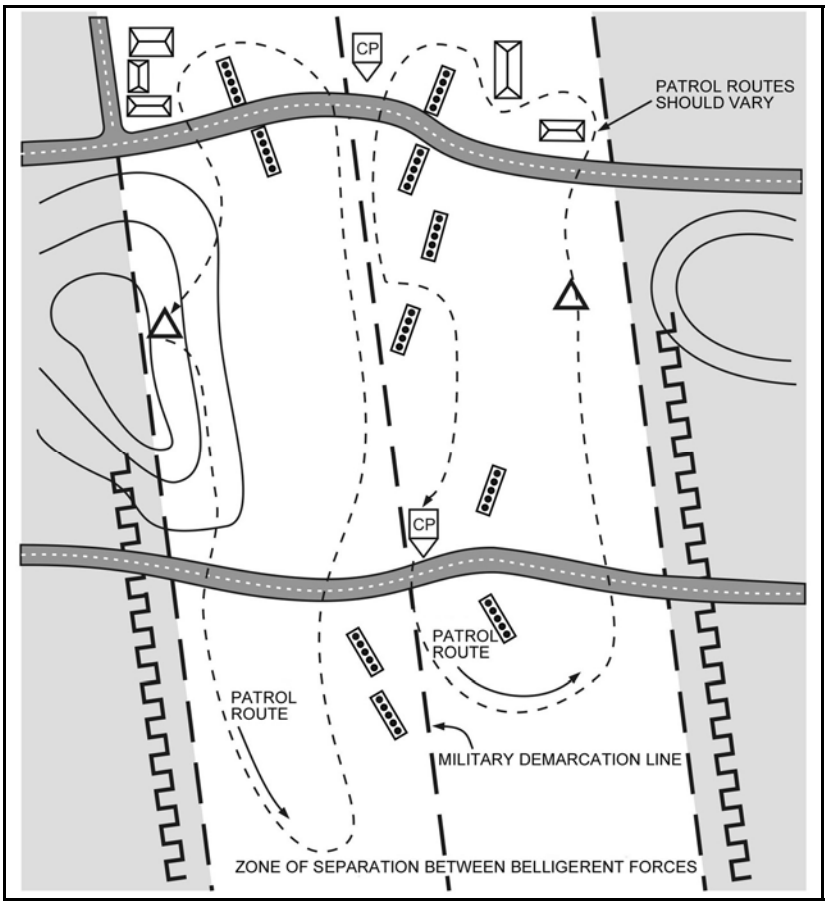

Figure 5-5. Separation of opposing combat elements

RESERVE OR QUICK REACTION FORCE

5-97. Reserve and quick reaction force operations in the stability environment are similar to those in other tactical operations. They allow the Stryker platoon leader to plan for a variety of contingencies based on the higher unit's mission.

5-98. As a designated reserve, the Stryker platoon may play a critical role in almost any stability activity or mission, including lodgment area establishment, convoy escort, and area security. The reserve force must be prepared at all times to execute its operations within the time limits specified by the controlling HQ. The controlling HQ can also tailor the size and composition of the reserve to the mission. For a convoy mission, for example, the reserve might consist of a company.

5-99. A quick reaction force is a designated organization for any immediate response requirement that occurs in a designated AO. In contrast to a unit designated as a reserve, a quick reaction force is not committed to support one particular mission but rather is prepared to respond to a multitude of contingencies within an operational area. A Stryker platoon is well equipped to act as a quick reaction force. It has organic vehicles for rapid mobility and increased protection and digital communications assets for operational control.

CROWD CONTROL

5-100. Large crowds or unlawful civil gatherings or disturbances pose a serious threat to U.S. troops. Platoon leaders must consider the effects of mob mentality, the willingness of enemies to manipulate media, and the ease with which masses of people can overwhelm a small, isolated group of Soldiers. The police forces of each state and territory are normally responsible for controlling crowds involved in mass demonstrations; industrial, political, and social disturbances; riots; and other civil disturbances.

5-101. The prime role of U.S. troops in the control of unlawful assemblies or demonstrations is to support and protect the police, innocent bystanders, and property. Therefore, the following paragraphs describe protective and defensive measures rather than offensive measures.

5-102. Such operations are likely to call for the employment of nonlethal munitions. (See FM 3-22.40 and FM 3-19.15 for details on nonlethal munitions.) The troops only use force as a last resort to disperse the crowd or prevent its advancing past a given point or line.

CIVIL AUTHORITY

5-103. Control at the scene of an incident normally falls under civil authority. The Army acts only upon receiving a formal request or when danger is immediate and pressing. The command of the U.S. military elements remains with the commander. The key to success is cooperation between military and civilian authorities. The controlling forces do not work side by side but rather, from front to rear, with one element backing up the other. A military element might have to deploy without a police unit. If so, an authorized representative of the civil authority, such as a magistrate or police representative, should accompany the military.

Note. In the very early stages of stability operations, U.S. forces might be the only civil or military authority present.

ISOLATION

5-104. Before going into the civil disturbance, the Stryker platoon leader must try to isolate it and cut off reinforcement of dissidents. Roadblocks, CPs, or even a cordon can help, although complete isolation is probably unlikely.

DOMINATION

5-105. Where possible, the platoon can dominate a civil disturbance by using the most advantageous positions such as setting up rooftop OPs or patrols before starting the street operation.

5-106. If prominent rooftops are inaccessible from the ground, the unit can deploy on helicopters.

INITIAL DEPLOYMENT

5-107. An initial deployment into an operational area has two phases.

Approach

5-108. The company conducts an approach march to a secure area out of view of the mob or gathering. The column formation is most suited for an approach in vehicles or on foot. The force moves one platoon behind the other on a single axis of advance, with company HQ immediately behind the leading platoon. Barring immediate and pressing danger, a platoon leader should avoid allowing other incidents to divert him en route to his assigned AO.

5-109. The original briefing, report, or order is unlikely to give the platoon leader enough information to plan the deployment in detail before he arrives at the scene. Although rooftop OPs and patrols might have been established earlier, the platoon leader must conduct a quick reconnaissance on arrival in the deployment area. He must make contact with the police commander or other local civil authority and plan the final deployment. Using helicopters for crowd and route surveillance helps the platoon leader adjust his deployment as the situation changes. It also helps him to identify the threat to the security of his forces when deployed.

Show of Force

5-110. Troops should deploy outside the range of hand-thrown missiles (50 to 60 meters) but within full view of the crowd. They should deploy into the appropriate formation quickly, adopting the port arms or on-guard position to convey a sense of purpose to the crowd.

Chapter 6

Other Tactical Operations

Other tactical operations complement or support the platoon's primary mission and can be conducted during either the offense or defense. They include reconnaissance, linkup, passage of lines, relief in place, patrols and patrolling, air assault operations, CBRN operations, and air defense.

Squads and platoons may conduct these operations on their own or, more likely, as part of a larger force to set conditions for future operations or support the current operations of their higher HQ. The planning, preparation, and execution for these operations are just as important and require the same level of detail as conducting offensive, defensive, or stability operations.

SECTION I –TEXT REFERENCES

6-1. Much of the planning and execution of these tactical operations are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 6-1 consolidates the references for additional information.

Table 6-1. Guide for subjects referenced in text

Subject	***References***
Patrolling	FM 3-21.8
Dismounted Patrols	FM 3-21.8
Combat and Reconnaissance Patrols	FM 3-21.8
Post Patrol Activities	FM 3-21.8
Air Assault Operations	FM 3-21.8
Helicopter Characteristics	FM 3-21.8
Convoy Escort	FM 3-20.151 ATTP 3-21.71
Reconnaissance Operations	FM 3-20.96 FM 3-90
Loading Procedures	TM 9-2355-311-10-2-1

SECTION II – PATROLS AND PATROLLING

6-2. A patrol is a detachment sent out by a larger unit to conduct a specific mission. A patrol's organization is temporary and matched to the immediate task. Patrols operate semi-independently and return to the main body upon completing their mission. (See FM 3-21.8 for details on patrolling.)

6-3. Stryker units can conduct either mounted or dismounted patrols. The two types of patrols are combat and reconnaissance. The planned action determines the type of patrol. Regardless of the type of patrol being sent out, the commander must provide a clear task and purpose to the patrol leader.

PURPOSE

6-4. The primary purposes for patrolling are to—

- Gather information on the enemy, terrain, or populace.
- Regain contact with the enemy or with adjacent friendly forces.
- Engage the enemy in combat to destroy him or inflict losses.
- Reassure or gain the trust of a local population.
- Prevent public disorder.
- Deter and disrupt insurgent or criminal activity.
- Provide unit security.
- Protect key infrastructure or bases.

TASK ORGANIZATION

6-5. In general, a commander sends a patrol out from the main body to conduct a specific tactical task. Upon completion of that task, the patrol leader returns to the main body. He reports to the commander and describes the events that took place, the status of the patrol's members and equipment, and any observations.

6-6. If possible, man patrols from the same unit so Soldiers are familiar with each other and their leaders. For example, a rifle squad may be given a reconnaissance patrol mission in which the senior officer or NCO acts as patrol leader. The patrol leader may designate an assistant, normally the next senior Soldier in the patrol, and any subordinate element leaders he requires.

6-7. A patrol can consist of a unit as small as a fire team. Squad- and platoon-size patrols are more common. However, for combat tasks, such as a raid, the patrol can consist of most of the combat elements of a rifle company. The following elements are common to all patrols:

- HQ.
- Aid and litter team(s).
- Detainee team(s).
- Surveillance team(s).

- En route recorder.
- Compass and pace man (when dismounted).

MOUNTED AND DISMOUNTED PATROLS

6-8. An analysis of the METT-TC variables determines whether the patrol is mounted or dismounted. Patrols can also be transported by helicopter. The planning and coordination required for both types of patrols are the same. Some factors to consider when determining which mode to use include—

- Mission, especially where distance and speed are factors.
- Onboard visibility, navigation, and communication.
- Firepower and protection.
- Stealth and surprise.
- Terrain.

DISMOUNTED PATROLS

6-9. With its full complement of Infantry, the Stryker platoon and squad is as capable of conducting dismounted patrols as an Infantry unit. (See FM 3-21.8 for planning and execution considerations of dismounted patrols.)

MOUNTED PATROLS

6-10. Stryker units may frequently conduct mounted patrols. The same considerations that apply to any dismounted patrol apply to vehicle-mounted patrols. Additional considerations for mounted patrols follow:

- Organize and orient vehicle gunners and vehicle commanders to maintain all-round security and, for urban areas, high-low security. Carefully consider leader locations in each vehicle and within the convoy.
- Rehearse mounted battle drills, reaction to contact, and mounting and dismounting in contact. Include drivers in all rehearsals.
- Plan alternate routes to avoid civilian traffic and roadblocks.
- Remember that four is generally the minimum number of vehicles to conduct any operation. If one vehicle is disabled or destroyed, it can be recovered while the others provide security. Unit TACSOPs determine the number of vehicles required.
- Plan for actions required if a vehicle breaks down and must be repaired or recovered. Review self-recovery procedures. Plan actions in case a vehicle gets stuck and cannot be recovered. Also, plan actions for catch-ups and breaks in contact.
- Establish alternative communications plans.
- Secure external gear to prevent theft. Inspect it to ensure it is not flammable. In the event of fire, bomb, or attack, burning material attached to the vehicle may create a greater hazard than the initial attack.
- Plan for heavy civilian, vehicle, and pedestrian traffic.

- Conduct a map reconnaissance and identify likely chokepoints, ambush sites (intersections), and overpasses.
- Plan primary and alternate routes to avoid potential hazards.
- Drive offensively and unpredictably but within any ROEs restrictions.
- Avoid stopping; it can create a potential KZ.
- Learn the characteristics of the vehicle, including how high a vehicle can clear curbs and other obstacles, its turning radius, its high-speed maneuverability, and its estimated width (especially with slat armor).

PATROLS WITH MOUNTED AND DISMOUNTED PHASES

6-11. Stryker platoons and squads can conduct patrols with both mounted and dismounted phases. They are planned and executed the same way as a mounted or dismounted patrols. The mounted patrol normally moves to a dismount point (often the designated objective rally point) and conducts the same actions on the objective as a dismounted patrol. If possible, the ICVs establish a support-by-fire position to cover the objective, establish blocking positions, provide security, or otherwise support the actions of the dismounted element. It then returns to the vehicles, remounts, and returns to friendly lines or continues with another mission. Types of combat patrols that are especially suited for mounted movement include antiarmor ambushes and security patrols.

COMBAT PATROLS

6-12. A combat patrol provides security and harasses, destroys, or captures enemy troops, equipment, or installations. A combat patrol also collects and reports any information gathered during the mission, whether related to the combat task or not.

6-13. A combat patrol always attempts to remain undetected while moving but ultimately discloses its location to the enemy in a sudden and violent attack. For this reason, the combat patrol normally carries a significant amount of weapons and ammunition. It may also carry specialized munitions. (See FM 3-21.8 for details.)

PLANNING CONSIDERATIONS

6-14. Leaders plan and prepare for patrols using standard TLP and an estimate of the situation. They identify required actions on the objective, plan backward to the departure from friendly lines, and then plan forward to the reentry of friendly lines.

6-15. Planning includes—

- Coordination.
- Key travel and execution times.
- Primary and alternate routes.
- Location of leaders.
- Rally points.
- Communications and internal signals.
- Actions at the objective and danger areas.
- Actions on enemy contact.
- Departure and return to friendly lines.
- Identification of specified and implied tasks.

ORGANIZATION

6-16. The three essential elements for a combat patrol are—

- **Assault Element.** Accomplishes the patrol's mission and must be able, through inherent capabilities or positioning relative to the enemy, to destroy or seize the target of the patrol.
- **Support Element.** Suppresses or destroys the enemy on the objective with direct and indirect fires.
- **Security Element.** Is a shaping force that—
  - Isolates the objective from enemy attempting to enter the objective area.
  - Prevents enemy from escaping the objective area.
  - Secures the patrol's withdrawal route.

TYPES

6-17. Below are descriptions for the three most common types of patrols.

Raid

6-18. A raid is a surprise attack against a position or installation to destroy the position or installation, to destroy or capture enemy soldiers or equipment, or to free prisoners. A raid patrol retains terrain just long enough to accomplish the mission. A raid always ends with a planned withdrawal off the objective and a return to the main body.

Ambush

6-19. An ambush is a surprise attack from a concealed position on a moving or temporarily halted target. An ambush patrol retains terrain just long enough to conduct the ambush and then withdraws. An ambush allows a smaller force with limited means the ability to destroy a much larger force. The key to a successful ambush is surprise and short, violent action.

Security

6-20. Security patrols prevent surprise of the main body by screening to the front, flank, and rear of the main body and detecting and destroying enemy forces in the local area. Security patrols do not operate beyond the range of communication and supporting fires from the main body, especially mortar fires.

RECONNAISSANCE PATROLS

6-21. Reconnaissance patrols intend to avoid direct combat with the enemy while seeking out information or confirming the accuracy of previously gathered information. (See FM 3-21.8 for details.)

PLANNING CONSIDERATIONS

6-22. Leaders use the TLP and the reverse planning process to plan reconnaissance patrols. The leader first determines the reconnaissance objective, an information requirement that corresponds to the terrain, populace, or enemy in a specific area, route, or zone. It may be designated by a control measure, such as a named area of interest, CP, objective, route, phase lines, or boundaries.

6-23. Once the leader has clarified the reconnaissance objective, he determines the observation plan that enables the patrol to obtain the information requirement. He then determines the tactical movement necessary to position the patrol to achieve his observation plan.

ORGANIZATION

6-24. Reconnaissance patrols are organized into reconnaissance and security elements; however, each element of a reconnaissance patrol is always responsible for its own local security. Depending on the size of the patrol, there may be a separate patrol HQ, or the HQ personnel may form a part of one of the subordinate elements. The leader's analysis of the METT-TC variables determines the number and size of the various teams and elements.

6-25. The three ways to organize the reconnaissance and security elements follow:

- Separate the reconnaissance elements from security elements. Use this technique when the security element is able to support the reconnaissance element from one location. The reconnaissance objective must be clearly defined and the area fairly open.
- Organize the reconnaissance elements and security elements together into reconnaissance and security teams. Use this technique when the reconnaissance objective is not clearly defined or the teams are not mutually supporting and each reconnaissance potentially needs its own security force. Within the reconnaissance and security team, one or two individuals can do the reconnaissance while the rest of the element provides security. The number of Soldiers in a reconnaissance and security team may vary depending on the mission. A fire team is usually required for adequate reconnaissance and the provision of local security.

- Establish reconnaissance and security teams with an additional, separate security element. The separate security element can also act as a reserve.

TYPES

6-26. The most common types of reconnaissance patrols are area, route, and zone reconnaissance.

6-27. Other types of patrols include—

- **Tracking.** Follow the trail and movements of a specific enemy.
- **Contact.** Make physical contact with adjacent units and report their location, status, and intentions.
- **Presence.** Conduct a special form of reconnaissance, normally during stability or civil support operations. (See Chapter 5 for details.)

Area Reconnaissance

6-28. Area reconnaissance is a form of reconnaissance operations that is a directed effort to obtain detailed information concerning the terrain or enemy activity within a prescribed area (FM 1-02). That area may be given as a grid coordinate, an objective, or an overlay. During area reconnaissance of an enemy position or activity, the patrol uses observation points around the objective to observe it and the surrounding area.

Route Reconnaissance

6-29. Route reconnaissance is a directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (FM 1-02). Route reconnaissance can be conducted along a road, railway, or cross-country mobility corridor. A Stryker unit may conduct route reconnaissance either mounted or dismounted. When mounted, the patrol can dismount elements to gather specific information.

Zone Reconnaissance

6-30. Zone reconnaissance is a form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (FM 1-02). Zone reconnaissance techniques include the use of moving elements, stationary teams, or multiple area reconnaissance actions. A Stryker unit may conduct zone reconnaissance either mounted or dismounted. When mounted, the patrol can dismount elements to gather specific information.

POST-PATROL ACTIVITIES

6-31. Immediately on reentering the secure base or rejoining the unit, the patrol leader positively verifies and accounts for all members, equipment, and any included attachments or detainees of the patrol. He also reports the patrol's return and conducts a debrief with the whole patrol to capture all information while it is still

fresh. He then submits or briefs his patrol report to his commander or designated representative. (See FM 3-21.8 for details.)

SECTION III – EARLY ENTRY COMBAT FORCE

6-32. As noted in the mission statement, the SBCT is specifically designed for employment as an early entry combat force. Its likely operational environment includes a number of distinguishing features: urban/complex terrain; a weak transportation and logistical infrastructure, uncertain political situation; coalition involvement; and, the presence of an asymmetric threat including mostly mid- but some high-end technologies. To achieve a very rapid deployment threshold, the brigade's design capitalizes on the widespread use of common vehicular platforms, coupled with the minimization of personnel and logistical footprint in theater. Pre-configured in ready-to-fight combined arms packages, the entire SBCT is intended to deploy within 96 hours of "first aircraft wheels up" and begin operations immediately upon arrival at the aerial port of debarkation (APOD). In essence, the APOD is the tactical assembly area (TAA). Once committed, the IBCT can sustain operations for up to 180 days without relief.

6-33. Initial sustainment will rely on a combination of unit basic loads (UBL) and strategic configured loads in unit-configured sets pre-positioned to arrive in theater early. Self-sustained operations for 72 hours of combat is the current capability. Sustainment stocks must be integrated into the deployment flow to sustain early arriving elements beyond the initial 72 hours of operations.

6-34. Stryker platoons and squads with ICVs can move by C130 to an APOD and conduct combat operation once assembled. The early entry mission is identical to airborne and air assault operations in planning and preparation. The battalion and company air movement officers are trained to form movement teams to prepare the unit for air movement. All platoon personnel and equipment are placed in chalks based on the ground tactical plan. Platoons prepare the ICVs to meet transport and combat sustainment needs. See TM 9-2355-311-10-2-1 for details on preparation of the ICV for air movement. All weapons and smoke grenade launchers are unloaded. All ammunition with the exception of individual ammunition is stowed back in the original container and placed on the ICV. At the departure airfield the ICVs and squads are handed over to the USAF loadmaster for loading. The ICV is tied down by the AF loadmaster (LM) with assistance from the ICV crew. All Army personnel are briefed by the LM and seated forward of the ICV with their individual equipment floor loaded and tied down. At the APOD, the ICV and associated squad off load and move immediately to a designated marshaling area for link up with their platoon and company.

6-35. The ground tactical plan is the key planning phase in an air movement operation. Conduct all other planning in a backward manner. The five stages of this reverse planning sequence are—

- Ground tactical plan.
- Landing plan (includes marshaling at APOD).

- Air movement plan (briefed to Army personnel by USAF).
- Loading plan (includes chalk sequence and AF station time).
- Staging plan (includes preparation of ICV for C130 movement).

SECTION IV – AIR ASSAULT OPERATIONS

6-36. Stryker platoons and squads are not tied to the ICV. They can conduct air assaults and air movement operations to drop off and pick up patrols, recover stay-behind forces, emplace and recover resupply, and evacuate casualties with helicopters. They can also conduct any number of other operations. However, during these air assault operations, there must be a plan and operation to linkup the dismounted Infantry with their ICVs. The helicopters that Infantry platoon air assaults most commonly use are the UH-60 Blackhawk and the CH-47 Chinook. (See FM 3-21.8 for details on air assault operations and helicopter characteristics.)

STAGES

6-37. The ground tactical plan is the key planning phase in an air movement operation. Conduct all other planning in a backward manner. The five stages of the reverse planning sequence are—

- Ground tactical plan.
- Landing plan.
- Air movement plan.
- Loading plan.
- Staging plan (see Figure 6-1).

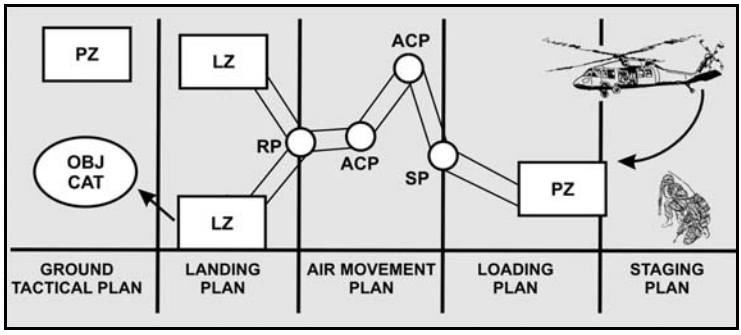

Figure 6-1. Five stages of air movement

6-38. The ground tactical plan drives the entire mission. Convenience of landing considerations is subordinate to putting units on the ground where they can fight. The five plans tie together as follows:

- The ground tactical plan determines the sequence of arrival and amount of combat power onto the landing zones (LZ).
- Combat power arriving at available LZs to accomplish the mission becomes the landing plan.
- Moving troops and equipment to LZs on the designated flight routes becomes the air movement plan.
- Getting troops and equipment from current friendly locations to the designated LZs dictates the loading plan and pickup zones (PZ) locations.
- The PZ loading plan designates the requirements that become the staging plan to move friendly troops onto the PZ when and where needed.

GROUND TACTICAL PLAN

6-39. The ground tactical plan for an air movement operation contains the same essential elements as other Infantry missions. However, it differs in one way—it is prepared to capitalize on the speed and mobility of the aircraft to achieve surprise. Units are placed on or near the objective to immediately seize the objective.

6-40. Stryker units must also plan for the linkup with their ICVs. If the operation plans (OPLAN) for the ground unit to be picked up after the operation and returned to a secure area, then the ICVs can meet the ground element at that point. If the mission calls for the Stryker unit to continue operations after completing the mission associated with the air assault, then the ICVs must be moved forward to linkup with the dismounted element. In either case, the mounted element must plan and execute the movement or maneuver.

6-41. Even though all or most of the dismounted element is absent, the platoon's mounted elements and the MGS platoon are a powerful and mobile force. The platoon sergeant or the senior vehicle commander may be placed in charge of the platoon's vehicles, and the company XO or MGS platoon may be placed in charge of the company.

LANDING PLAN

6-42. Unlike approaching an objective dismounted or in ICVs, Soldiers in helicopters are most vulnerable when landing and are potentially more vulnerable to enemy fire than when on the ground. Employing suppressive fires denies the enemy unhindered access to the landing forces; thus, the timing of fires is critical to the success of the landing.

AIR MOVEMENT PLAN

6-43. Air movement involves flight operations from PZs to LZs and back. During the air movement, the platoon leader and all chalk leaders should have the following items:

- Marked air route map.
- Compass or GPS.
- Watch synchronized with the flight crew and ground element.
- Air movement table and PZ and LZ sketches.
- Call signs and frequencies for all aviation and ground units involved in or around the operation.
- Backpack FM radio.

LOADING PLAN

6-44. Air movement operations do not succeed on the PZ, but the failure of the mission can occur there. Therefore, PZs must run efficiently. Organize assault elements on the PZ, not the LZ. Every serial must be a self-contained force that understands what it must do on landing at either the primary or the alternate LZ and later in executing the ground tactical plan.

STAGING PLAN

6-45. The staging plan is based on the loading plan and prescribes the arrival time of ground units (troops, equipment, and supplies) at the PZ in the proper order for movement. As part of the staging plan, Soldiers mark obstacles on the PZs in both day and night operations.

SAFETY

6-46. Infantry leaders must enforce strict safety measures when working with helicopters, such as—

- Avoid the tail rotor. Never approach or depart to the rear of a helicopter except when entering or exiting a CH-47. Approach from 3 or 9 o'clock is preferred when using UH-60s.
- Keep a low body silhouette when approaching and departing a helicopter, especially on slopes.
- Keep safety belts fastened when helicopter is airborne.
- Keep muzzle pointing down and on safe.
- Keep all radio antennas down and secure.
- Keep hand grenades secured.
- Do not jump from a hovering helicopter until told to by an aircrew member.

SECTION V – CONVOY ESCORT

6-47. Company and larger organizations usually perform convoy or route security missions. Convoy security provides protection for a specific convoy. Route security aims at securing a specific route for a designated period of time, during which multiple convoys may use the route. These missions include numerous tasks (such as reconnaissance, escort, and combat reaction forces) that become missions for subordinate units. The size of the unit performing the convoy or route security operation depends on many factors, including the size of the convoy, the terrain, and the length of the route. (See FM 3-20.151 for details on convoy security.)

6-48. Stryker units are especially suited for convoy and route security. The ICVs have the speed to rapidly move to anticipate or react to an enemy action. Its Infantry can dismount and clear danger areas and secure positions (such as the area around damaged vehicles). Wheeled vehicles, such as the ICV, also require less maintenance than tracked vehicles.

6-49. A Stryker platoon may be assigned the mission of providing security for a convoy either as part of a company or as a separate unit. If it is a separate mission, the platoon leader is the convoy security commander and requires the platoon to provide a convoy with security and close-in protection from direct fire while on the move. The Stryker platoon's mobility, mounted firepower, and its ability to dismount full-size Infantry squads provide very good security for a convoy in most situations. Provide added firepower by attaching an MGS vehicle to the platoon.

COMMAND AND CONTROL

6-50. Effective TACSOPs and drills supplement OPORD information for the convoy. Since convoy escort not a core mission, the platoon leader must ensure adequate time to conduct thorough rehearsals. The platoon leader also ensures that his unit conducts precombat checks and inspections. He also coordinates with units and elements in areas through which the convoy will pass.

6-51. The task organization inherent in convoy escort missions makes C2 especially critical. The Stryker platoon leader may serve either as the convoy security commander or as overall convoy commander. In the latter role, he is responsible for the employment of his own organic combat elements, maneuver enhancement and sustainment attachments, and drivers of the escorted vehicles. He must incorporate all these elements into the various contingency plans developed for the operation. He must also maintain his link with the controlling tactical operations center.

OPERATION ORDER

6-52. Before the mission begins, the convoy commander issues an OPORD to all personnel if possible but at least to all leaders and vehicle commanders in the convoy (leaders and vehicle commanders then repeat the OPORD to their subordinates). This is vital because the convoy may itself be task organized from a variety of units, and some vehicles may not have tactical radios.

6-53. The order follows the standard five paragraph OPORD format. It may emphasize the following subjects:

- Inspection of convoy vehicles.
- Route of march (including a strip map or digital route overlay for each vehicle commander).
- Order of march.
- Actions at halts (scheduled and unscheduled).
- Actions in case of vehicle breakdown.
- Actions for a break in column.
- Actions in built-up areas.
- Actions on contact, covering such situations as snipers, enemy contact (including near or far ambush), indirect fire, mine strike, and minefields.
- Riot drill.
- Refugee control drill.
- Evacuation drill.
- Actions at the delivery site.
- Chain of command.
- Guidelines and procedures for negotiating with local authorities.
- Communications and signal information.
- Tactical disposition.
- FS plan.

REHEARSALS

6-54. Rehearsals are essential in ensuring thorough preparation, coordination, and understanding of the mission. When time is limited or when the tactical situation affects attendance, rehearsals may be limited to covering actions on contact and vehicle recovery.

SECURITY

6-55. In any escort operation, the basic mission of the convoy commander (and, as applicable, the convoy security commander) is to establish and maintain security in all directions and throughout the length of the convoy. He must be prepared to move the security force to fit the situation. Several factors apply, including convoy size, organization, and composition. Sometimes, he positions the security elements to the front, rear, or flanks of the convoy. He may also disperse the combat vehicles throughout the convoy body.

TACTICAL STANDING OPERATING PROCEDURES AND DRILLS

6-56. Theater or combatant commands provide baseline information and procedures for unit convoy TACSOPs. Table 6-2 shows an example convoy briefing checklist that provides minimum essential information to all members of a convoy.

TACTICAL DISPOSITION

6-57. The platoon leader assigns positions to his units within the convoy based on the convoy commander, convoy security commander, and METT-TC variables. Additional METT-TC include the employment of ICVs by section and the employment of rifle squads during the mission (fire teams ride in ICVs or escorted vehicles). (See ATTP 3-21.71 for details.)

ACTIONS ON CONTACT

6-58. The enemy may attempt to harass or destroy the convoy during movement. This contact usually occurs in the form of an ambush, often with the use of a hastily prepared obstacle. The safety of the convoy rests on the speed and effectiveness with which escort elements can execute appropriate actions on contact. (See ATTP 3-21.71 for details on actions a platoon takes during ambushes and halts and at obstacles.)

Table 6-2. Example convoy briefing checklist

SITUATION

Enemy

- Activity in the last 48 hours.
- Threats.
- Capabilities.

Friendly Units in Area or Along Route

Light and Weather Data

MISSION

Task and Purpose of Movement

Mission Statement

EXECUTION

Commander's Intent

End State

Concept of Operation (Concept Sketch or Terrain Model)

Task to Maneuver Units

Fires

CAS

Coordinating Instructions

- Timeline.
- Marshal.
- Rehearsals.
- Convoy briefing.
- Inspections.
- Initiation of movement.
- Rest halts.
- Arrival time.
- Order of movement and bumper numbers and individual manifesto.
- Movement formation.
- Speed and catch-up speed.
- Checkpoints.

EXECUTION (continued)

- Route.
- Interval (open and built-up areas).
- Weapons orientation, locations of key weapons systems.
- Actions on contact.
- Actions on breakdowns.
- Actions at the halt (short halt and long halt).

SUSTAINMENT

MEDEVAC Procedures

- Nine-line MEDEVAC request.
- Location of medical support and combat lifesaver.
- Potential PZ and LZ locations.

Maintenance Procedures

- Location of maintenance personnel.
- Location and number of tow bars.
- Recovery criteria.
- Stranded vehicle procedures.

COMMAND AND SIGNAL

- Convoy commander.
- Sequence of command.
- Location of convoy commander.
- Call signs of every vehicle and unit in the convoy.
- Convoy frequency.
- MEDEVAC frequency.
- Alternate frequencies.

SECTION VI – RECONNAISSANCE

6-59. Reconnaissance is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (FM 3-0). Successful reconnaissance is a focused collection effort aimed at gathering timely, accurate information about

the enemy, population, and the terrain in the AO. With the assets available to the SBCT, reconnaissance should result in near real-time situational updates.

6-60. A focused collection effort by the reconnaissance squadron, the battalion reconnaissance platoon, and the Infantry companies should provide the squads and platoons with the critical information needed to conduct operations. Every leader is responsible for conducting reconnaissance to gain the information needed, and they should ensure the effort is synchronized as part of the higher HQ effort. The platoon may conduct other reconnaissance operations to gather information for higher HQ. (See FM 3-20.96 and FM 3-90 for details.)

PLANNING CONSIDERATIONS

6-61. Before an operation, the company commander determines what he must know about the enemy. The commander first requests the information needed from the next higher HQ. If they cannot provide or gather the information needed, the commander may send a reconnaissance element forward (METT-TC dependent). At this point, the commander's intent for reconnaissance is now integrated into the battalion reconnaissance plan. This ensures that each portion of the focused effort is aware of the other parts, thereby reducing possible duplication of effort or fratricide.

EXECUTION

6-62. The platoon may conduct reconnaissance before or after an operation in the following situations:

- Reconnaissance by a quartering party of an AA and the associated route.
- Reconnaissance (leader's reconnaissance) from the AA to and in the vicinity of the LD before an offensive operation.
- Reconnaissance by rifle squads to probe enemy positions for gaps open to attack or to infiltration.
- Reconnaissance by rifle squads to observe forward positions and to guide elements to key positions on the battlefield, such as support or assault positions.
- Reconnaissance by rifle squads to locate bypasses around obstacle belts or to determine the best locations and methods for breaching operations.
- Reconnaissance by rifle squads of choke points or other danger areas in advance of the remainder of the company.
- Reconnaissance (leader's reconnaissance) of defensive positions or EAs for conducting the defense.
- Reconnaissance as part of security operations to secure friendly obstacles, to clear possible enemy OPs, or to cover areas not observable by stationary OPs.

SECTION VII – LINKUP OPERATIONS

6-63. Linkup entails the meeting of friendly ground forces. It is usually conducted with one element at least temporarily halted and the other element moving. It may occur in, but is not limited to, the following situations:

- Advancing forces reaching an objective area previously secured by friendly forces (for example, an air assault).
- Units conducting coordination for a relief in place.
- Cross-attached units moving to join their new organization.
- Units moving forward during a follow and support mission with a fixing force.
- Units moving to assist an encircled force.
- Units converging on the same objective during the attack.
- Units conducting a passage of lines.
- Units conducting reconnaissance forward of the main body.

PLANNING CONSIDERATIONS

6-64. When planning a linkup, the platoon leader follows standard TLP. During the planning process, the units use digitization to transfer information and ensure the use of common graphics between the two units conducting the linkup. Both units exchange digital graphics before the actual linkup.

6-65. To aid in navigation and to prevent fratricide, the ICV's equipment allows for constant position or location updating between elements conducting the linkup operation. For example, the moving squad or vehicle can monitor the location of the stationary unit and linkup site using the position updates and digital graphics displayed on the commander's tactical display. Likewise, the stationary unit can monitor the moving unit's location as it moves along the prescribed route to the linkup point. As the moving force closes on the linkup site, both the stationary and moving force are aware of the other's location, thus reducing the possibility of fratricide.

6-66. Once the moving unit arrives close to the linkup location, the stationary unit should challenge it. For example, the stationary unit can give the moving unit a series of flashes using an IR source during limited visibility. The moving force responds with a pre-coordinated number of flashes. The challenge and password may be accomplished digitally or with audible signals.

6-67. Night vision devices enhance linkups conducted during limited visibility. Infrared lights act as recognition signals and aid in the linkup. This is particularly advantageous when the moving unit has difficulty finding the linkup site due to bad weather or restrictive terrain. Both units must know the capabilities of the enemy, and they must exercise caution when using IR devices against an enemy with night vision capability.

6-68. Aviation units and UASs are helpful in linkup operations. Observation helicopters can assist in the initial coordination between the forces to be linked up. Attack or observation helicopters can assist in route reconnaissance and provide early warning of enemy locations. Aviation also can extend the range of communications.

STEPS

6-69. The platoon conducts linkup activities independently or as part of a larger force. A linkup consists of the three steps listed below.

FAR RECOGNITION SIGNAL

6-70. The units or elements involved in the linkup establish communications before they reach direct fire range. The lead element of each linkup force monitors the radio frequency of the other friendly force. Displayed icons and digital messages on the FBCB2 may also be used for far recognition.

Note. Digital equipment and night vision devices enhance execution of linkup operations and reduce the likelihood of fratricide.

COORDINATION

6-71. Before initiating movement to the linkup point, the forces must coordinate necessary tactical information, including—

- Known enemy situation.
- Type and number of friendly vehicles.
- Disposition of stationary forces (if either unit is stationary).
- Routes to the linkup point and rally point (if used).
- Fire control measures.
- Near recognition signal(s).
- Communications information.
- Planned fires.
- Sustainment responsibilities and procedures.
- Finalized location of the linkup point and rally point (if used).
- Any special coordination, such as covering maneuver instructions or requests for medical support.
- Visual linkup signals or alternate locations for linkup due to contact.

MOVEMENT TO LINKUP POINT AND LINKUP

6-72. All units or elements involved in the linkup must enforce strict fire control measures to help prevent fratricide. Linkup points and restrictive fire lines must be recognizable by moving or converging forces. Linkup elements—

- Conduct far recognition digitally or by voice.
- Conduct short-range (near) recognition using the designated signal.

- Complete movement to the linkup point.
- Establish local security at the linkup point.
- Conduct additional coordination and linkup activities as necessary.

SECTION VIII – PASSAGE OF LINES

6-73. A passage of lines entails movement of one or more units through another unit. This operation becomes necessary when the moving unit(s) cannot bypass the stationary unit and must pass through it. The primary purpose of the passage is to maintain the momentum of the moving elements. A passage of lines may be designated as either forward or rearward.

6-74. The platoon usually conducts a passage of lines as part of a larger unit but may conduct one on its own. The controlling company is responsible for planning and coordinating a passage of lines involving the platoon. In some situations (for example, when the platoon is using multiple passage routes, such as a separate route for each squad or section), the platoon leader must take responsibility for planning and coordinating each phase of the operation. This section covers the planning and execution of a passage of lines conducted by the platoon.

PLANNING CONSIDERATIONS

6-75. In planning passage of lines, the platoon leader must consider the following tactical factors and procedures:

- The passage should facilitate transition to follow-on missions through the use of multiple lanes or lanes wide enough to support the passing unit formations.
- Deploying deception techniques (such as smoke) enhances security during the passage.
- The controlling commander must clearly define the battle handover criteria and procedures for the passage. His order should cover the roles of both the passing unit and the stationary unit and the use of direct and indirect fires. If necessary, he also specifies the location of the battle handover line as part of the unit's graphics control measures.
- The passing and stationary units coordinate obstacle information, including the location of enemy and friendly obstacles, existing lanes and bypasses, and guides for the passage.
- Because of the concentration of forces, air defense coverage is imperative during the high-risk passage operation. Normally, the stationary unit is responsible for providing air defense, thus allowing the passing unit's air defense assets to move with it.

- Responsibility for sustainment actions, such as vehicle recovery or casualty evacuation in the passage lane, must be clearly defined for both passing and stationary units.
- To enhance C2 during the passage, the passing unit collocates a C2 element, normally the platoon leader or platoon sergeant, with a similar element from the stationary unit.

RECONNAISSANCE AND COORDINATION

6-76. Detailed reconnaissance and coordination is critical in a passage of lines, both in dealing with the planning factors outlined previously and in ensuring the passage is conducted quickly and smoothly. The platoon leader normally conducts all necessary reconnaissance and coordination for the passage. At times, he may designate the platoon sergeant or squad leader to conduct liaison duties for reconnaissance and coordination. This process normally includes coordination of—

- Unit designation and composition, including type and number of passing vehicles and Soldiers.
- Passing unit arrival time(s).
- Location of attack positions or AAs that reconnaissance should confirm.
- Current enemy situation.
- Obstacles.
- Stationary unit's mission and plan (to include OP, patrol, and obstacle locations).
- Location of movement routes, contact points, passage points, and passage lanes.
- Guide requirements.
- Order of march.
- Anticipated actions on enemy contact.
- Requirements for supporting direct and indirect fires, including the location.
- CBRN conditions.
- Available fires and sustainment assets and their locations.
- Communications information, including—
  - Frequencies.
  - Digital data.
  - Near and far recognition signals.
- Criteria for battle handover and location of the battle handover line.
  - For a forward passage, the battle handover line is normally the LD for the passing force.
  - In a rearward passage, the battle handover line is normally a location in direct fire range of the stationary force.

- Defensive handover is complete when the passing unit has cleared the area and the stationary unit is ready to engage the enemy.
- Offensive handover is complete when the passing unit has deployed and crossed the battle handover line.

Note. The use of GPS or POS/NAV waypoints simplifies the passage of lines operation.

FORWARD PASSAGE OF LINES

6-77. In a forward passage, the passing unit first moves to an AA or an attack position behind the stationary unit. Designated liaison personnel move forward to linkup with guides and confirm coordination information with the stationary unit. Guides lead the passing elements through the passage lane.

6-78. The platoon conducts a forward passage by employing tactical movement. It moves quickly, uses appropriate dispersal and formations whenever possible, and keeps radio traffic to a minimum. The platoon holds its fire until it passes the battle handover line or designated fire control measure unless the commander has coordinated fire control with the stationary unit. Once clear of passage lane restrictions, the unit may temporarily halt at the designated attack position or continue its tactical movement IAW its orders.

REARWARD PASSAGE OF LINES

6-79. Because of the increased risk of fratricide during a rearward passage, coordination of recognition signals and fire restrictions is critical. The passing unit contacts the stationary unit while it is still beyond direct fire range and conducts coordination as discussed previously. During planning and coordination, emphasize near recognition signals and location of the battle handover line. Employing additional fire control measures, such as restrictive fire lines, may further minimize the risk of fratricide.

6-80. Following coordination, the passing unit continues tactical movement toward the passage lane. Crews orient their gun tubes to the rear and toward the enemy; the passing unit is responsible for its security until it passes the battle handover line. If the stationary unit provides guides, the passing unit may conduct a short halt to linkup and coordinate with them. The passing unit moves quickly through the passage lane to a designated location behind the stationary unit.

SECTION IX – RELIEF IN PLACE

6-81. A relief in place occurs when one unit replaces another unit to preserve the combat effectiveness of committed units during offensive or defensive operations. In a relief involving the platoon, the company commander directs when and how to conduct the operation.

PLANNING CONSIDERATIONS

6-82. In planning a relief in place, the platoon leader—

- Issues a FRAGO to alert the platoon.
- Uses an advance party composed of key leaders to conduct detailed reconnaissance and coordination.
- Adopts the outgoing unit's normal pattern of activity as much as possible.
- Determines when the platoon will assume responsibility for the outgoing unit's position.
- Collocates platoon HQ with the relieved unit's HQ.
- Maximizes operations security to prevent the enemy from detecting the relief operation.
- Plans transfer of excess ammunition, wire, fuel, and other material of tactical value to incoming unit.
- Controls movement by reconnoitering, designating and marking routes, and providing guides.

6-83. Since a relief in place is often conducted during hours of limited visibility, using night vision devices may speed the operation. Units follow prescribed TACSOPs to mark positions and routes with IR lights to facilitate the occupation of or withdrawal from the position. The unit's TACSOP should incorporate these marking systems. Additionally, digitally equipped units also may use the commander's tactical display and precision navigation system to move to and away from the position as previously explained in linkup operations.

Note. Whenever possible, conduct the relief during daylight hours if not under enemy observation; however, conduct the relief under limited visibility if in contact.

COORDINATION

6-84. The incoming and outgoing leaders meet to exchange tactical information, conduct a joint reconnaissance of the area, and complete other required coordination for the relief. The two leaders address passage of command and jointly develop contingency actions for enemy contact during the relief. This process normally includes coordination of—

- Enemy situation.
- Location of vehicle and individual fighting positions, to include hide, alternate, and supplementary positions.
- Outgoing unit's tactical plan, to include graphics, platoon and squad fire plans, and individual vehicle sector sketches.
- FS coordination, including indirect fire plans and time of relief for supporting artillery and mortar units.

- Types of weapon systems being replaced.
- Time, sequence, and method of relief.
- Location and disposition of obstacles and the time responsibility will be transferred.
- Supplies and equipment to be transferred.
- Movement control, route priority, and placement of guides.
- Command and signal information.
- Maintenance, logistics support, and evacuation (if necessary) for disabled vehicles.
- Limited visibility considerations.

6-85. During coordination, units exchange graphics and sector sketches digitally to reduce time and increase accuracy. Transferring digital information does not relieve the leader of physically coordinating between units.

Note. Conduct the relief on the communications nets of the outgoing unit.

EXECUTION

6-86. The outgoing leader retains responsibility for the AO and the mission since he is more familiar with the ground and the enemy situation. He exercises operational control over all subordinate elements of the incoming unit while they complete their portion of the relief. Responsibility passes to the incoming commander when all elements of the outgoing unit are relieved and adequate communications are established. Relief of individual elements can be conducted in one of two ways:

- By alternate element position, with the relieving element occupying a position separate from the relieved element.
- By alternate vehicle or individual position, with the relieving element occupying vehicle or individual fighting positions in the same BP as the relieved element.

6-87. Below are the descriptions for the two methods of relief.

SEQUENTIAL

6-88. This is the most time-consuming method. The relieving unit moves to an AA to the rear of the unit to be relieved. Subordinate elements are relieved one at a time, in any order, with the relief generally following this sequence:

- Outgoing and incoming units collocates their HQ and train elements to facilitate C2 and transfer of equipment, ammunition, fuel, water, and medical supplies.
- First element being relieved (such as a squad) moves to its alternate fighting positions or BP while the relieving element moves into the outgoing element's primary position. The incoming element occupies individual fighting positions.

- In the defense—
  - Soldiers being relieved provide specific information of the position to their relief.
  - Outgoing machine gun crews exchange tripods and range cards so the relieving unit preserves the FPF and target data.
  - Relieving unit exchanges weapons and equipment (such as claymore mines and wire) that are deployed.
- Incoming and outgoing elements complete the transfer of equipment and supplies.
- Relieved element moves to the designated AA behind the position.
- Once each outgoing element clears the release point en route to its AA, the next relieving element moves forward.

SIMULTANEOUS

6-89. This is the fastest, but least secure, method. All outgoing elements are relieved at once, with the incoming unit normally occupying existing positions, including BPs and vehicle and individual fighting positions. The relief takes place in this general sequence:

- Outgoing elements move to their alternate BPs or vehicle and individual positions.
- Incoming elements move along designated routes to the outgoing elements' primary positions.
- In the defense—
  - Soldiers being relieved provide specific information of the position to their relief.
  - Outgoing crews exchange tripods and range cards so the relieving unit preserves the FPF and target data.
  - Relieving unit exchanges weapons and equipment (such as claymore mines and wire) that are deployed.
  - Units complete the transfer of equipment and supplies.
  - Relieved elements move to the designated unit AA.

Chapter 7

Direct Fires

Battlefield success and survival of Stryker platoons and squads depend on how quickly and effectively they fire on the enemy. These fires must be controlled so that the fires are distributed over the entire target and massed as required. The firepower from the ICVs and any attached direct fire systems, such as the MGS, are also incorporated into the direct fires of the platoons and squads.

SECTION I – TEXT REFERENCES

7-1. Some of the direct fire techniques are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 7-1 consolidates the references for additional information.

Table 7-1. Guide for subjects referenced in text

Subject	***References***
Weapons	FM 3-22.3
Direct Fires	FM 3-21.8 FM 3-21.91 FM 3-20.15 ATTP 3-21.71
Fire Control Measures	FM 3-21.8
Graphical Control Measures	FM 1-02
Machine Gun Visual Signals	FM 3-22.68
Engagement Areas	FM 3-21.8
Range Cards	FM 3-21.75

SECTION II – WEAPONS

7-2. Stryker units employ a wide range of individual, crew-served, and vehicle-mounted weapons. They provide point and area fire against both personnel and vehicles. One of the critical missions of Stryker platoon and squad leaders is to integrate these fires to maximize their capabilities and minimize their limitations.

7-3. Train Soldiers to fire their weapons under a wide range of conditions and tactical situations. They need to accurately estimate the range and speed of a moving target. (See FM 3-22.3 for details on the training and tactical employment of all the weapons in the SBCT.)

SECTION III – EMPLOYMENT CONSIDERATIONS

7-4. METT-TC variables, experience, and fundamentals of employment are the bases for the platoon and squad leader's employment of his weapons. This section discusses the principles for employment, the fundamental requirement to integrate indirect and direct fires, the complementary and reinforcing effects of fires, and the use of surprise. (See FM 3-21.8 for details on employing direct fires.)

PRINCIPLES

7-5. When planning and executing fires, Infantry leaders must know how to apply fundamental principles. These principles allow the platoon and squad to destroy the enemy while protecting itself and expending the least amount of ammunition. These principles are not intended to restrict the actions of subordinates. They are intended to help the platoon accomplish its primary goal in any engagement (acquire first, shoot first, and hit first) while giving subordinates the freedom to act quickly in the face of the enemy.

- **C2.** C2 allows Stryker units to quickly kill or suppress the enemy with direct fire. It must be planned, and the unit must be trained to quickly respond to commands. Unit C2 measures for direct fires must be provided to any attached unit.
- **Mass effects of fire.** Massed aimed fire over the entire target reinforces surprise. It prevents the enemy from returning aimed fire and thus protects the force. Massing involves focusing fires at critical points, distributing the effects, and shifting to new critical points as they appear.
- **Destroy greatest threat first.** Stryker units engage targets in direct relation to the danger they present. Enemy automatic and antiarmor weapons should be engaged first along with leaders. If two or more targets of equal threat present themselves, the unit should engage the closest target first.
- **Avoid target overkill.** Leaders avoid target overkill by—
  - Properly distributing fire so that a target is engaged with a single weapon.
  - Establishing priorities of fire for selected weapons or selecting the best weapon for the target.
  - Designating rates of fire.
  - Directly controlling weapon fire.
  - Using control measures (often used with target reference points).
- **Employ best weapon for target.** Leaders plan and execute fires throughout the depth of the AO, engaging enemy targets early and continuously IAW individual weapon capabilities and standoff. Enemy target type, range, and exposure are key factors in determining which friendly weapons and munitions to employ. Using the appropriate weapon against the enemy target increases the probability of its rapid destruction or suppression.

- **Minimize friendly exposure.** Infantry units minimize their exposure by constantly seeking available cover, attempting to engage the enemy from the flank, remaining dispersed, firing from multiple positions, and limiting engagement exposure times.
- **Prevent fratricide.** Infantry leaders must know the location of their units. They establish procedures and use available resources, such as the FBCB2, to identify the location of subordinate and adjacent friendly positions. Leaders must not, however, totally rely on systems to avoid fratricide; they must establish procedures for positive control and identification for all subordinates.
- **Plan for limited visibility conditions.** Dense fog, rain, heavy smoke, blowing sand, and the enemy's use of smoke may significantly reduce the Soldier's ability to engage targets and the leader's ability to control the platoon's direct fires. Stryker units are equipped with thermal sights and night vision systems that allow them to engage the enemy during limited visibility at nearly the same ranges engaged during the day.
- **Develop contingencies for diminished capabilities.** Infantry leaders develop plans to account for the loss of equipment or Soldiers. Key weapon systems, such as the SAW, are manned if the primary user is wounded. Weapons are given alternate sectors of fire in case another weapon becomes inoperable.

COORDINATION OF DIRECT AND INDIRECT FIRES

7-6. Stryker platoons and squads have to employ both direct and indirect fires if they expect to survive and accomplish their missions. As long as he has communications, the U.S. Soldier has the ability to bring massive firepower that can destroy any enemy.

7-7. Prior to making contact with the platoon or company, the enemy's combat power should be severely reduced as a result of the battalion, brigade, or higher HQ detecting and directing artillery fires, air support, and close combat attacks against it. When the lead elements of the enemy approach the Stryker platoon, the heaviest friendly supporting fires are shifted to the enemy's rear to disrupt the enemy's own fires and combat support and destroy any reserves. The brigade, battalion, and company continue to support the platoon with artillery, heavy mortars, and MGS.

COMPLEMENTARY AND REINFORCING EFFECTS

7-8. The Stryker rifle platoon and squad leaders try to use organic and any available weapons to complement and reinforce each other. The total impact on the enemy outweighs the individual of each separate weapon system. Leaders create—

- Complementary effects when they arrange elements with different characteristics together.
- Reinforcing effects when they combine the effect of similar capabilities. For example, a fire team leader reinforces the effects of his SAW with the fires of his rifleman.

7-9. Complementary and reinforcing effects cause a dilemma for the enemy. By using both direct and indirect fires, the Stryker leader forces the enemy to choose between two bad alternatives. To avoid the effects of direct fire, the enemy must seek cover and return fire. To avoid indirect fires, the enemy must keep moving. Therefore, once direct fires force the enemy to seek cover and return fire, he is fixed and can be destroyed by indirect HE fires.

USE OF SURPRISE

7-10. Stryker platoons and squads try to achieve surprise during the initial contact with the enemy. Direct, well-aimed, distributed, massive fires from an unexpected location can destroy a much larger force or make it combat ineffective. During the attack, a base of fire located in an unexpected location can destroy or demoralize the enemy. Under the right circumstances, a unit in a well-concealed defensive position may allow an enemy force to approach closely before initiating fires. The rapid movement to alternate position of platoons and squads permit the engagement of the enemy's flank and rear.

SECTION IV – PLANNING CONSIDERATIONS

7-11. Platoon and squad leaders have to plan how to employ their units to destroy and defeat the enemy. They have to maneuver their unit to bring the maximum fires on the enemy. The platoon leader must plan how to organize, sequence, and maneuver his units to best effect.

PLANNING AND EXECUTION

7-12. Stryker platoon and squad leaders plan direct fires during the development of their plan to accomplish the assigned mission. Determining where and how the unit will mass fires is an essential part of that plan.

7-13. After identifying probable enemy locations, the leader determines points or areas on which to focus combat power. The company commander's visualization of where and how the enemy will attack or defend assists the platoon leader in determining the types and volume of fires he must focus at particular points. In addition, he must establish the means for effectively distributing fires.

7-14. Based on where and how they want to focus and distribute fires, the leader establishes—

- Direct fire control measures.
- Criteria or geographic locations to trigger fires.
- Procedures to reduce the risk of fratricide.

7-15. Having determined where and how they will mass and distribute fires, the leaders must then orient elements to rapidly and accurately acquire the enemy. As part of mission preparation, leaders conduct rehearsals of direct fires and of the fire control process.

7-16. During mission execution, platoon and squad leaders must adjust direct fires based on the actual conditions on the ground. Leaders combine direct observation

and understanding of the operation with the latest available intelligence portrayed in the COP. When necessary, they must also apply effective direct fire TACSOPs.

TACTICAL STANDING OPERATING PROCEDURE

7-17. Well-rehearsed procedures in the TACSOP to control direct fires ensure quick, predictable actions by all members of the unit. It provides the basis for engaging targets used if the unit leader does not issue any other instructions. The platoon or squad leaders can subsequently use a fire command to refocus or redistribute fires. The following techniques should be covered in the unit TACSOP:

- **Establish Target Reference Points.** Target reference points can be used to focus fires.
- **Distribute Fires.** Engagement priorities and target array are two means of distributing direct fires. Engagement priority assigns targets for each type of friendly weapon system. The target array technique assists in distributing fires by assigning sectors in relation to an enemy force.
- **Orient Forces.** A standard means of orienting friendly forces is to assign a primary direction of fire, using a target reference point, to orient each element on a probable enemy position or likely avenue of approach. To provide all-round security, the TACSOP can supplement the primary direction of fire with sectors using a friendly-based quadrant.
- **Avoid Fratricide.** The TACSOP must also cover means for identifying friendly rifle squads and other dismounted elements.

SECTION V – CONTROL METHODS

7-18. To mass fires and kill the enemy with the least expenditure of ammunition, platoon and squad leaders must be able to distribute and control their unit's direct fires. Below are standard methods to control direct fires.

FIRE COMMANDS

7-19. Fire commands are oral orders issued by leaders to immediately focus and distribute fires. They allow leaders to rapidly and concisely instruct their unit on how to engage the target. These commands are simple and use a standard format. The following format is for verbal fire commands. Units should also use standard or unit-specific hand and arm signals to identify the target and control fires.

- **Alert.** Specifies the elements that are directed to fire.
- **Weapon or Ammunition (Optional).** Identifies the weapon and ammunition to be employed.
- **Target Description.** Designates the enemy elements to be engaged. This should be a very basic description of the type of target and location.
- **Orientation.** Identifies the location of the target relative to the unit. Use only one method. The clock method is a common method.
- **Range (Optional).** Identifies the distance to the target.

- **Control (Optional).** May be used by the commander to direct desired target effects, distribution methods, or engagement techniques.
- **Execution.** Specifies when fires will be initiated. The leader may wish to engage immediately, delay initiation, or delegate authority to engage.

FIRE CONTROL MEASURES

7-20. Fire control includes all actions in planning, preparing, and applying fire on a target. The squad or team leader selects and designates targets. He also designates the midpoint and flanks or ends of a target, unless they are obvious. When firing, Soldiers should continue to fire until the target is neutralized or until signaled to do otherwise by his leader. (See FM 3-21.8 for details.) Standard direct fire control measures are discussed below.

RULES OF ENGAGEMENT

7-21. ROEs identify when and under what circumstances lethal force is authorized. ROEs are especially important during stability operations. (See Chapter 5 for details.)

TERRAIN-BASED

7-22. The platoon leader uses terrain-based fire control measures to focus and control fires by directing the unit to engage a specific point or area rather than an enemy element. Terrain-based fire control measures include—

- Target reference points.
- EAs.
- Sectors of fire.
- Maximum engagement lines.
- Final protective lines.
- Principal direction of fires.
- FPFs.
- Restrictive fire lines.

THREAT-BASED

7-23. The platoon leader uses threat-based fire control measures to focus and control fires by directing the unit to engage a specific, templated enemy element rather than a point or area. Threat-based fire control measures may be difficult to employ against an asymmetric threat. Threat-based fire control measures include—

- **Fire Patterns.** Designed to distribute the fires of a unit simultaneously among multiple, similar targets. Platoons most often use them to distribute fires across an enemy formation. The basic fire patterns are—
  - ***Frontal***.
  - ***Cross.***
  - ***Depth.***
- **Weapons-Ready Posture.** Based on the leader's estimate of the situation to specify the ammunition and anticipated range for the engagement.

- **Weapons Control Status.** Identifies the conditions, based on target identification criteria, under which friendly elements may engage. The three levels are—
  - ***Weapons Hold.*** Engage targets if engaged or ordered to engage.
  - ***Weapons Tight.*** Engage targets positively identified as enemy.
  - ***Weapons Free.*** Engage targets not positively identified as friendly.
- **Engagement Priorities.** Identify the types of targets to engage in priority. These may be targets that offer the greatest payoff or those that are the greatest threat to the unit. Engagement priorities may also be weapon specific.
- **Weapons Safety Status.** Identifies the ability of an individual weapon to fire. Each status has a color code:
  - ***Red.*** Magazine in, round chambered, weapon on safe.
  - ***Amber.*** Magazine in, no round chambered, weapon on safe.
  - ***Green.*** Cleared, no magazine, bolt forward, weapon on safe.
- **Range Selection.** Based on the squad or team leader's estimate of the situation to specify the range and ammunition to engage the enemy. Terrain, visibility, weather, and light conditions affect range selection and the amount and type of ammunition.
- **Triggers.** Events or time-oriented criteria used to initiate planned actions to achieve surprise and inflict maximum destruction on the enemy.

GRAPHIC CONTROL MEASURES

7-24. Graphic control measures are graphic directives given by a unit leader to subordinates to assign responsibilities, coordinate fire and maneuver, and control combat operations. They include boundaries, lines, areas, points, and targets. (See FM 1-02 for definitions and uses for each.) Some control measures related to the control of direct fires include—

- Unit boundaries.
- Target reference points.
- Sectors of fire.
- EAs.
- Priority targets.

COMMUNICATION

7-25. The noise and confusion of battle may limit the use of some control methods. Normally, the best methods for leaders are direct and face-to face. In a firefight, this may not be possible because of the distance to cover and the threat of being wounded or killed. Therefore, the leader must select a method or combination of methods that will accomplish the mission. The leader should arrange to have a primary and secondary signaling method. The method may be positive (hands-on) or procedural (prearranged).

7-26. Methods for communicating direct fire control follow:

- **Sound Signals.** Effective only for short distances. Voice communications may have to be passed from Soldier to Soldier.
- **Trigger Points or Lines.** Prearranged points on the ground or terrain where the Soldier or crew can begin to fire on the enemy. Prearranged fire can also be cued to friendly actions.
- **Visual Signals.** Used by squad and team leaders when they want their Soldiers to begin, shift, and cease firing. (See FM 3-22.68 for machine gun visual signals that are adaptable for other weapons and units.)
- **Set Times.** May be used to begin, shift, and cease firing. Fire control based on time alone can be overly restrictive and quickly overcome by events. Soldier-initiated fire is used when there is no time to wait for orders.
- **TACSOPs.** Can reduce the number of oral orders needed to control fire. However, everyone in the unit must know and understand the TACSOP for it to work. Three widely used TACSOP formats are—

  ■ ***Search-Fire-Check.*** Includes three techniques—search assigned sectors for enemy targets; fire at any targets (appropriate to weapon) in sector; and, while firing in sectors, visually check with the squad or fire team leader for specific orders.

  ■ ***Return-Fire.*** Identifies what to do in case the unit makes unexpected contact with the enemy.

  ■ ***Rate-of-Fire.*** Identifies how fast to fire at the enemy. The rate of fire varies among weapons, but the principle is to fire at a maximum rate when first engaging a target and then slow the rate to a point that keeps the target suppressed.

ENGAGEMENT AREAS

7-27. The EA is where the platoon leader intends to destroy an enemy force using the massed fires of all available weapons. It is primarily used in the defense. The success of any engagement depends on how effectively the platoon leader can integrate the obstacle and indirect fire plans with his direct fire plan in the EA. (See FM 3-21.8 for details on planning and executing fires within an EA.)

SECTION VI – RANGE CARDS AND SECTOR SKETCHES

7-28. At all defensive positions if possible and at the primary defensive position as a minimum, the platoon leader and his squad leaders physically walk along the defensive position and specify the—

- Left and right limits of each squad.
- General position of all crew-served weapons and their sectors of fire.
- Location of all FPFs.
- General position of each ICV and attached vehicle.

7-29. The squad leader then locates the exact position of all crew-served positions and vehicles in his sector and the positions for each of his Soldiers. He specifies the exact fields of fire for each weapon.

7-30. Any discrepancies and required changes are identified and incorporated into the defensive plan. These positions are then entered on the operational graphics and forwarded to the company commander. The results of this effort are below.

RANGE CARDS

7-31. A range card is a sketch of the assigned sector of fire for a direct fire weapon. A range card aids in planning and controlling fires and aids the crews and squad gunners in acquiring targets during limited visibility. Range cards show possible target areas and terrain features plotted in relation to a firing position. (See FM 3-21.75 for details on range cards.)

7-32. The process of walking and sketching the terrain to create a range card allows the individual Soldier or gunner to become more familiar with his sector. He should continually assess the sector and, if necessary, update his range card. The range card is also an aid for replacement personnel or platoons or squads to move into the position and orient on their sector. To prepare a range card, the individual Soldier or ICV and MGS gunner must know the following:

- Sectors of fire.
- Target reference points.
- Dead space.
- Maximum engagement line.

SECTOR SKETCHES

7-33. Squad leaders prepare squad sector sketches, and the platoon leader reviews them. The platoon leader identifies any gaps or other flaws and makes adjustments as required. Once the platoon leader approves the squad sector sketches, he prepares a consolidated platoon sector sketch. The sketch is entered onto the operational graphics and forwarded to the company commander. Accurate and detailed sketches aid in direct fire planning, control, and distribution.

SQUAD SECTOR SKETCH

7-34. The squad leaders and section leaders make two copies of their sector sketches; one copy goes to the platoon leader, and the other remains at the position. The squad leaders and section leaders draw sector sketches as close to scale as possible (see Figure 7-1).

PLATOON SECTOR SKETCH

7-35. Squad leaders and section leaders prepare their sketches and submit them to the platoon leader. The platoon leader combines all sector sketches (and possibly separate range cards) to prepare a platoon sector sketch. A platoon sector sketch is drawn as close to scale as possible and includes a target list for direct and indirect fires. One copy is submitted to the company commander, one copy is given to the

platoon sergeant (controlling the mounted element), and one copy is given to the leader of the dismounted element (usually, the platoon leader).

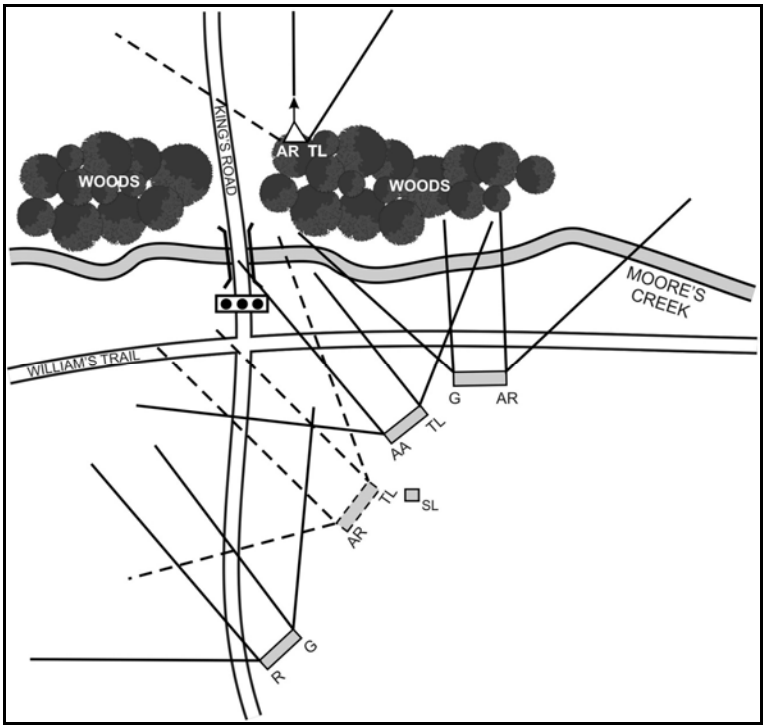

Figure 7-1. Squad sector sketch

SECTION VII – ATTACHMENTS

7-36. Based on the company commander's analysis of METT-TC variables, the Stryker platoon can expect to have units attached. Besides the FO and combat medic, the platoon may have an MGS and the company sniper team attached. Other units may also be attached based on availability.

MOBILE GUN SYSTEM

7-37. The primary mission of the MGS is to provide mounted, precision direct FS to the SBCT Infantry company and platoon. The Stryker platoon routinely operates with the MGS platoon and may have one attached.

7-38. The MGS has the same terrain crossing capabilities as the ICV. Its GPS and FBCB2 systems allow it to identify enemy and friendly forces, move to designated locations quickly and accurately, receive orders, and report intelligence. It has the same level of protection as the ICV. To limit the effects of the enemy's antiarmor

weapons, the MGS can mass the effects of their and other weapon systems quickly while remaining dispersed. Its onboard optics and sighting systems enable MGS crews to destroy fortifications or breach building walls using the main gun and to use the co-axial and vehicle commander's machine guns to suppress enemy positions, personnel, and lightly armored targets.

7-39. The planning ranges for the MGS platoon's weapons systems follow:

- The 105-mm main gun: 2,000 meters.
- The M2 heavy machine gun: 1,800 meters.
- The 7.62-mm coaxial machine gun: 900 meters.

7-40. Typical types of ammunition and target combinations include—

- **Armor-Piercing Discarding Sabot-Tracer.** Used primarily against tanks and tank-like targets.
- **HE at Tracer.** Used primarily against lightly armored vehicles, field fortifications, and personnel and secondarily against tanks and tank-like targets.
- **HE Plastic-Tracer**. Used primarily against field fortifications, bunkers, buildings, crew-served weapon emplacements, and troops when blast concussion and fragmentation are desired with secondary armor defeating capabilities. It is also used to create Infantry breech points.
- **Canister Round.** Used in an anti-personnel role against troops in the open.
- **Machine Guns (.50-caliber and 7.62-mm).** Used against dismounted infantry, crew-served weapons, ATGM teams, rocket-propelled grenade teams, trucks, thin-skinned armored vehicles, lightly constructed covered positions, and aircraft.

7-41. In selecting targets, the platoon leader should take advantage of the relatively long range of the MGS and its advanced optics. The MGS's assigned sector of fire should cover mounted avenues of approach and any possible enemy support-by-fire positions.

7-42. When he has an attached MGS, the platoon leader should—

- Integrate the MGS and his organic fires.
- Establish mutually supporting positions.
- Assign the MGS primary, alternate, supplemental, and subsequent positions. Take advantage of the MGS's mobility to move to positions. Ensure it has covered routes.
- Give the MGS leader latitude to move to alternate positions. He is the best judge of when he should move to avoid being suppressed.
- Use the MGS as part of the base of fire during movement.
- When attacking, place the MGS in a support- or attack-by-fire position.

SNIPER TEAMS

7-43. A sniper team from either the battalion or company may be employed in the Stryker platoon's AO. If there is a sniper team in the platoon's AO, the platoon leader needs to know—

- Team's EA.
- His primary, secondary, and alternate positions.
- Frequencies and call signs.
- Team's infiltration and exfiltration plans.
- Times and routes for resupply.

7-44. The commander designates a sniper employment officer to recommend their employment. The sniper employment officer may be a member of the battalion staff, the company XO, or the sniper squad or team leader. The sniper team is given a mission, often to engage targets in a specified area, but is given broad latitude in how the team accomplishes the mission. The sniper team leader can usually select the team's firing position based solely on his mission and not be limited by subordinate unit's AOs or other control measures. Therefore, they may be in front, to the flank, or to the rear of the Stryker platoon. The team rarely establishes a firing position close to the platoon because it may be compromised by the movement of the platoon and may be subject to fires directed at the platoon.

7-45. The sniper team's secondary mission is observation, which may provide valuable information to the unit controlling the AO. This information may be transmitted to the controlling element and then sent down to the platoon.

7-46. The Stryker platoon may be tasked to support the sniper team. These tasks may include—

- Conducting a patrol to drop off the sniper team close to their firing or hide position.
- Being designated as a quick reaction force to secure the sniper team if its location is compromised.
- Acting as the stationary force when the sniper team conducts a passage of lines.
- Picking up a sniper team at a rally point at the conclusion of its mission.

COORDINATING OTHER DIRECT FIRE WEAPONS

7-47. The Stryker platoon leader should know what type units are on his flanks. He should coordinate his fires with theirs to ensure that no gap exists. Because of the ease in cross-attaching units, the Stryker platoon leader should prepare to employ and coordinate the fires from other units within the SBCT and from other BCTs, to include—

- Long-range antiarmor fires from Stryker ATGM vehicles and tube-launched, optically tracked, wire-guided (TOW) missiles mounted on HMMWVs. (See FM 3-21.91 for details.)
- Long-range antiarmor fires from tanks. (See FM 3-20.15 for details.)
- Long-range antipersonnel and antiarmor fire from BFVs. (See FM 3-21.71 for details.)

Chapter 8

Fires

Fires warfighting function comprises the related tasks and systems that provide collective and coordinated use of indirect fires, joint fires, and C2 warfare (including nonlethal fires) through the targeting process. FS assets include mortars, FA, CAS, and naval surface FS. Indirect FS procedures do not change significantly within the Stryker platoon. FS assets organic to the BCT, such as mortars and FA, typically provide the most responsive support.

SECTION I – TEXT REFERENCES

8-1. Some material on the employment of fires is common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 8-1 consolidates the references for additional information.

Table 8-1. Guide for subjects referenced in text

Subject	*References*
Fire Support Coordinating Measures	FM 3-21.8 FM 1-02
Indirect Fire Support	FM 3-21.8
Close Air Support	FM 3-21.8
Calling for and Adjusting Fire	FM 6-30 FM 3-21.8 Individual Task 061-283-6003 in STP 21-24-SMCT
Mortar Support	FM 3-21.8

SECTION II – FIRE SUPPORT TEAM

8-2. FIST is a FA unit organic to each SBCT Infantry battalion whose mission is to plan and coordinate all available supporting fires, including mortars, FA, naval surface FS, and CAS.

8-3. The mission of the company FIST is to provide the Stryker company with FS coordination, targeting, and assessment capabilities. The company FSO is in charge of the FIST and is the principal FS advisor to the company commander. FOs from the FIST may be provided to the platoons or positioned by the commander.

8-4. To accomplish the FS mission, the FIST and its FOs are responsible for—

- **FS Planning.** FS planning includes developing fire plans (target lists and overlays) and determining FO control options to ensure FS is integrated into the company commander's scheme of maneuver and can be executed in a timely manner.
- **FS Coordination.** The company FSO ensures FS is integrated into the company commander's scheme of maneuver and can be executed in a timely manner. The FIST maintains situational awareness and monitors requests for FS within the company to avoid target duplication and reduce the chance of fratricide. The FIST also advises the commander and platoon leader on fire support coordination measures (FSCM) in effect.
- **Target Location, Calls for Fire, and Adjusting Indirect Fire.** The FIST attaches FOs to the rifle platoons to locate, call in, and adjust fires onto the enemy. The company FIST also has a laser range-finding and designation capability.
- **CAS, Naval Gunfire, and Close Combat Attack.** FIST personnel may control CAS when a Joint Terminal Attack Controller (JTAC) qualified individual is not available and may request naval gunfire when designated spotters are not present. FIST personnel may request CAS assets and provide them the information to engage targets.
- **Battlefield Information Reporting.** The FO is a good source of information on the situation and location of neighboring units.

COMPANY FIRE SUPPORT OFFICER

8-5. The company FSO works directly with the company commander during operations to successfully accomplish all company-level FS tasks. While the commander is responsible for integrating FS and maneuver, the FSO must understand the scheme of maneuver as well as the company commander does. Based on the commander's guidance, the FSO devises his FS plan, which the commander must approve. FSO responsibilities are to—

- Plan, coordinate, and execute FS.
- Advise the company commander on FS matters, to include capabilities, limitations, and employment of all FS assets available to support his operation.
- Ensure the company FS plan is developed as an integral part of the company OPORD or OPLAN.
- Ensure that essential FS tasks are adequately addressed in maneuver company rehearsals.
- Make recommendations to integrate FS assets into the maneuver commander's battle plan.
- Keep key personnel informed of pertinent information (by SPOTREPs and SITREPs).
- Train the FIST and FOs in applicable FS matters.

- Request, adjust, and direct all types of FS.
- Ensure the FS plan or execution matrix is prepared and disseminated to key personnel.
- Advise the company commander on positioning and use of company mortars.
- Allocate FOs and other observers to maintain surveillance of target and named areas of interest.
- Integrate and employ combat observation and lasing teams or other assets, when allocated, into planned operations.
- Plan, direct, and manage the employment of observer platforms and laser equipment where they will best support the commander's concept of operation.
- Provide emergency control of CAS and naval gunfire in the absence of qualified personnel.

FORWARD OBSERVER

8-6. One FO is normally attached to each Infantry platoon from the battalion's FS platoon. They are normally collocated with the platoon leader. Forward observers provide target refinement, execute planned fires, and request fires for their supported platoons. The FO may control CAS when a JTAC qualified individual is not available. An FO may also be trained and certified as a joint fires observer. The primary duty of the platoon FO is to locate targets and call for and adjust indirect FS. Additional responsibilities are to—

- Refine or submit key targets for inclusion in the company FS plan.
- Call for and adjust indirect fires.
- Prepare maps, overlays, terrain sketches, and target lists.
- Maintain the grid coordinates of his location.
- Establish and maintain communications with the FIST HQ.
- Inform the FIST HQ of the platoon's situation, location, and FS requirements. The TACSOP should specify when to provide updated information.
- Advise the platoon leader of the capabilities and limitations of indirect FS.
- Update the platoon leader on FS assets and current and planned FSCM.
- Report battlefield intelligence.
- Select OPs and movement routes to observe his target area.
- Operate and maintains FO-related devices.
- Prepare to conduct CAS in the absence of a forward air controller.
- Request naval gunfire when designated spotters are not present.

SECTION III – FIRE SUPPORT PLANNING AND COORDINATION

8-7. FS planning is conducted concurrently with maneuver planning at all levels. Companies and battalions typically use top-down FS planning with bottom-up refinement of the plans. The company commander develops guidance for FS in terms of task and purpose. In turn, the FS planner determines the method for accomplishing each task. He also specifies an end state that quantifies task accomplishment.

FIRE SUPPORT TASKS

8-8. Below are several types of targeting effects associated with FS tasks.

FINAL PROTECTIVE FIRES

8-9. FPFs use both direct and indirect fires to create a final barrier to prevent a dismounted enemy from penetrating defensive lines. FPFs also force armored vehicles to button up, but direct AT fires are usually required to destroy them. FPFs are fires of last resort and take priority over all other fires. They are linear fires with coverage dependent on the size and number of mortar or artillery pieces used.

8-10. Normally, FPFs are within 200 to 400 meters (danger close) and are integrated into the unit final protective line. If METT-TC permits, FPFs may be adjusted by firing prior to their use in combat, but this may cause a loss of surprise.

TARGET REFINEMENT

8-11. The platoon leader is responsible for planning the employment of indirect fires in his AO. The most critical aspect of this responsibility is target refinement, in which he requests new targets and recommends modifications to the FS plan to ensure targets accomplish the commander's intended battlefield purpose.

TARGET REHEARSAL AND EXECUTION

8-12. Target execution is rehearsed and executed IAW the scheme of fires, which supports the scheme of maneuver. For each target in his AO, the platoon leader and squad leaders should know the same target information as the primary observer (usually the FO). The primary observer rehearses and executes his assigned target using the memory-aid acronym TTLODAC:

- **Target.** Target number or target type.
- **Trigger.** Tactical or technical trigger for the target.
- **Location.** Location of the target.
- **Observer.** Primary and alternate observer of the target.
- **Delivery System.** Primary and alternate delivery system for the target.

- **Attack Guidance.** Attack guidance or method of engagement for the target.
- **Communication Network.** Frequency and communications net that the target will be called in on (primary, alternate, contingency, and emergency).

TARGET LIST DEVELOPMENT

8-13. Digitization improves the ability of the company and platoon to conduct FS planning. The platoon leader and FO receive the company indirect fire plan through the FBCB2 as soon as the company FSO enters it into the database.

8-14. The platoon leader and platoon FO call up the operational graphics and the latest enemy situational graphics to aid with their planning, enter the platoon's proposed targets and forward them to the company FSO. The company FSO reviews the proposed targets with the company commander. The company commander accepts, rejects, or adjusts the platoon leader's proposed targets.

8-15. If the company commander accepts or adjusts the targets, he incorporates them into the company fire plan. The company FSO forwards them to the battalion FSO's fire control system as part of the company fire plan. The FSO is responsible for ensuring only valid targets remain on the digital FS graphics.

8-16. Once the battalion and company finalize the targets, the company FSO puts out a net call to inform the platoon leaders and platoon FOs that the FS graphics are finalized. All leaders review the digital FS graphics on their commander's tactical display to become familiar with any changes and to ensure graphics are updated for subsequent fire missions.

FIRE SUPPORT COORDINATING MEASURES

8-17. Leaders use FSCM to facilitate the engagement of targets and the protection of friendly forces. (See FM 1-02 and FM 3-21.8 for details.) FSCM are permissive or restrictive. Boundaries are the basic FSCM (FM 3-90). Permissive FSCM include a coordinated fire line, FS coordination line, and fire-free area. Restrictive FSCM include a no-fire area, restrictive fire area, and restrictive fire line.

8-18. The unit FSO recommends FSCM to the leader based on the leader's guidance, location of friendly forces, scheme of maneuver, and anticipated enemy actions. Once the leader establishes these measures, they are posted on all the unit's displays and entered into the database.

SECTION IV – FIRE SUPPORT ASSETS

8-19. Mortars and FA are the main indirect FS available to the Stryker platoon (see Table 8-2). This section discusses the considerations and procedures for employing all the indirect fire assets supporting the platoon. (See FM 3-21.8 for details.)

MORTAR SUPPORT

8-20. The Stryker battalion mortar platoon has 120-mm and 81-mm mortars. The Stryker company has 120-mm and 60-mm mortars. The battalion and company mortars provide immediate indirect FS. The platoon receives the majority of indirect FS from mortars.

TYPES

8-21. Mortars provide the following types of effective support:

- Suppression and immediate suppression.
- Smoke.
- Illumination.

CAPABILITIES AND LIMITATIONS

8-22. Using mortars, the platoon can quickly place a heavy volume of accurate, sustained fire on the enemy. Mortar rounds can strike targets that low-angle fires cannot reach, to include targets on reverse slopes, in narrow ravines or trenches, and in forests or towns. Additionally, mortars can cover dead space, kill dismounted enemy, and force enemy armor to button up.

8-23. Mortar elements can carry only limited amounts of ammunition and have fewer types of ammunition than FA. Additionally, mortars have a shorter range than FA and are vulnerable to radar detection because of their high-angle fire.

FIELD ARTILLERY SUPPORT

8-24. The platoon must know how to use artillery support to its best advantage. Artillery often offers the best way to impede and disrupt enemy formations and suppress, neutralize, or destroy enemy area or point targets. It can provide immediate, responsive, and accurate fires with a wide variety of munitions.

8-25. In support of the platoon, FA elements can—

- Provide fires in all weather conditions and on all types of terrain.
- Shift and mass fires rapidly.
- Support the battle in depth with long-range fires.
- Provide a variety of conventional shell and fuze combinations.
- Provide continuous fires by careful positioning and timely displacement.

8-26. Limitations of FA support include its limited capability against moving targets, its vulnerability to detection due to its firing signature, and the time required to receive clearance of fires and to clear the airspace.

MORTAR AND FIELD ARTILLERY MUNITIONS

8-27. Mortars and FA employ a variety of munitions that the platoon can tailor to engage different types of targets. These include—

- **HE Rounds.** HE rounds work best against personnel, field fortifications, and light armored vehicles.
- **Smoke.** Smoke is best used for obscuring and screening friendly Soldiers.
- **Illumination.** Includes both white light and IR illumination.
- **White Phosphorus.** Effectively screens friendly Soldiers or actions from the enemy's view, marks locations, and burns obstacles and equipment.
- **Guided Projectiles.** These include the Copperhead, Excalibur, and Guided Multiple Launch Rocket System projectiles. The Copperhead uses reflected laser energy to engage moving or stationary targets. The Excalibur and Guided Multiple Launch Rocket System projectiles are GPS-assisted munitions that are pre-programmed to engage targets at a specific point on the ground. These rounds are often used where minimizing collateral damage is a consideration.
- **Improved Conventional Munitions (FA Only).** Munitions work best against personnel targets.
- **Dual-Purpose Improved Conventional Munitions (DPICM) (FA Only).** DPICM works best against personnel and light armored vehicles in the open.
- **Scatterable Mines (FA Only).** Mines include area denial munitions for use against personnel and remote antiarmor mines for use against armored vehicles. Scatterable mines require more lead time than other FA-delivered munitions.

Note. The commander or leader must consider the danger to friendly troops entering target areas where improved conventional munitions have been fired. The potential dud rate of improved conventional munitions makes maneuver in their impact area hazardous.

CLOSE AIR SUPPORT AND NAVAL SURFACE FIRES

8-28. All services can provide CAS to the battalion. CAS missions are flown against hostile targets near friendly forces. The forward air controller is the battalion commander's expert in planning, requesting, and executing CAS missions. The forward air controller serves as a link between the maneuver element and the attacking aircraft. JTAC may also be attached to the platoon to facilitate communication. (See FM 3-21.8 for details on CAS.)

8-29. Naval surface FS can provide large volumes of immediate fires close to coastal waters. Normally, naval fires are controlled by a Navy shore fire control party collocated with the fires cell at the SBCT HQ for a specific operation.

Table 8-2. Indirect fire weapons capabilities

Caliber	**60-mm Conventional**	**60-mm Hand Held**	**81-mm**	**120-mm**	**155-mm (Towed)**
Location	Company	Company	Battalion	Company and Battalion	SBCT
Max Range (HE)(m)	3,490	1,340	5,608	6,700	30,000
Planning Range (m)	2/3 max				
Projectiles	HE Smoke (WP) illum IR illum	HE Smoke (WP) illum IR illum	HE Smoke (WP/RP) illum IR illum	HE Smoke (WP) illum IR illum	HE Smoke (WP) illum RAP Excaliber FASCAM APICM DPICM
Max Rates of Fire	30 RPM for 4 min	No limit	30 RPM for 2 min	16 RPM for 1 min	4 RPM for 2 min
Sustained Rate of Fire (RPM)	20	No Limit	15	4	2 as determined by the thermal warning device
Minimum Range (m)	70	75	83	200	Direct fire
Fuzes	PD VT time dly MO	PD VT time dly MO	PD VT time dly MO	PD VT time dly MO	PD VT CP MT MTSQ Dly

Legend

APICM	Anti-personnel Improved Conventional Munition	MO	multi-option
CP	concrete piercing	MT	mechanical time
dly	delay	MTSQ	mechanical time, super quick
DPICM	Dual-Purpose Improved Conventional Munition	PD	point detonating
FASCAM	family of scatterable mines	RAP	rocket-assisted projectile
illum	illumination	RP	red phosphorus
min	minute	RPM	rounds per minute
m	meters	time	adjustable time delay
		VT	variable time
		WP	white phosphorus

SECTION V – INDIRECT FIRE SUPPORT

8-30. The battalion FS execution matrix may require the platoon to call for and adjust its own indirect FS. The matrix also may designate platoon targets. The platoon uses these preplanned artillery targets to call for and adjust indirect fire. (See FM 6-30, FM 3-21.8, and Individual Task 061-283-600 in STP 21-24-SMCT for details.)

CALL FOR FIRE

8-31. Stryker units can conduct calls for fire by voice FM radio, with the observer initiating fires and making corrections by transmitting to the fire direction center or FIST. They can also conduct calls for fire digitally, with the FO entering data and corrections. Both methods require the same information.

VOICE FM RADIO CALLS FOR FIRE

8-32. Using FM radios for calls for fire is the traditional method. It requires the fire direction center to transcribe data into the Mortar Fire Control System or the Advanced Field Artillery Tactical Data System (AFATDS), resulting in a slower response and possible transcription errors. The main required elements of a voice FM radio call for fire include observer identification and WARNO, target location, and target description.

8-33. Either a Soldier or an FO can prepare and request a call for fire. However, to receive immediate indirect FS, the observer must plan targets and follow call for fire procedures. For accuracy, he should use a GPS and laser range finder if available.

DIGITAL CALLS FOR FIRE

8-34. Digital calls for and adjustments to fires are more accurate and faster because the process requires fewer steps and transcriptions. The data that the FO enters into the system is reviewed, approved, and sent to the firing unit without being transcribed. The steps and the elements needed for a mission are the same in both FM voice and digital systems. If a digital request is used, all digital systems must be in synch.

ADJUST FIRE

8-35. Once he calls for fire, the observer adjusts the fire onto the target. If he has accurately located the target, he requests fire for effect. If the observer cannot locate the target (because of deceptive terrain, lack of identifiable terrain features, poor visibility, or an inaccurate map), he adjusts the impact point of the rounds.

8-36. One artillery piece or mortar adjusts fire. The observer chooses an adjusting point. For a point target, such as a suppression or destruction mission (precision fire), the target is the adjusting point. For an area target (area fire), the observer picks a well-defined adjusting point close to the center. The observer spots the first and each successive adjusting round. He then sends range and deviation corrections back to the fire direction center until the rounds are within 50 meters or the rounds

hit the target. The observer spots by relating the round's point of impact to the adjusting point.

8-37. Procedures for adjusting fires include—

- Observer location.
- Deviation spotting.
- Deviation correction.
- Angle T.
- Range spotting.
- Range correction.
- Bracketing.
- Successive bracketing.
- Hasty bracketing, which offers a quick alternative to successive bracketing but requires an experienced observer.
- Creeping method of bracketing for danger close missions.

Chapter 9

Sustainment

SBCT is a highly deployable unit with an austere sustainment base. The platoon leader is responsible for sustainment planning, and the platoon sergeant is the primary sustainment operator. The platoon sergeant works closely with the company XO and 1SG to ensure the platoon receives the required support for its assigned mission.

Stryker units consume much greater amounts of petroleum, oils, and lubricants; ammunition; and spare parts than Infantry units. Vehicle maintenance and recovery are also other areas of emphasis in Stryker units. Although the Stryker platoons and squads require greater sustainment support than their Infantry counterpart, the responsibilities and procedures remain the same.

SECTION I – TEXT REFERENCES

9-1. Much of sustainment planning and execution are common among all Infantry units. Refer to the referenced sections of FM 3-21.8 or other referenced publications for details on these subjects. Table 9-1 consolidates the references for additional information.

Table 9-1. Guide for subjects referenced in text

Subject	*References*
Sustainment Planning	FM 3-21.8
Individual Responsibilities	FM 3-21.8
Classes of Supply	FM 3-21.8
Resupply Operations	FM 3-21.8
Soldier's Load	FM 21-18
Force Health Protection	FM 4-02.17
Combat and Operational Stress Control	FM 4-02.51 FM 6-22.5
Casualty Evacuation Procedures	FM 3-21.8
Detained Persons	FM 3-21.8

SECTION II – PLANNING AND RESPONSIBILITIES

9-2. Planning sustainment operations is primarily a company- and battalion-level operation. While the company commander and XO plan the operation, the platoon

leader is responsible for his platoon's execution of the plan at platoon level. (See FM 3-21.8 for details on sustainment planning.) Sustainment at the Infantry platoon level is characterized by the following:

- Responsiveness.
- Economy.
- Flexibility.
- Integration.
- Survivability.

PLANNING CONSIDERATIONS

9-3. Planning considerations include the development of the sustainment plan and answers to operational questions regarding—

- Types of support.
- Quantities.
- Threat.
- Terrain and weather.
- Time and location.
- Requirements.
- Risk.
- Resupply techniques.

INDIVIDUAL RESPONSIBILITIES

9-4. Individual responsibilities within the Stryker platoon's sustainment chain are as follows: (See FM 3-21.8 for details.)

- **Platoon Leader.** The platoon leader has the overall responsibility for his platoon's sustainment. He is specifically responsible for its planning.
- **Platoon Sergeant.** The platoon sergeant is the platoon's main sustainment operator. He executes the platoon's logistics plan.
- **Combat Medic.** The combat medic is attached from the battalion's medical platoon to the rifle platoon and provides emergency medical treatment for sick, injured, or wounded platoon personnel.
- **Combat Lifesaver.** The combat lifesaver is a nonmedical Soldier trained to provide advanced first aid and lifesaving procedures beyond the level of self-aid or buddy aid.

SECTION III – SUPPLY OPERATIONS

9-5. Although the Stryker platoons and squads require greater sustainment support than their Infantry counterpart, the classes of supply and supply operations remain the same.

CLASSES OF SUPPLY

9-6. The platoon sergeant obtains supplies and delivers them to the platoon. The platoon leader establishes priorities for delivery; however, combat demands that Class I, III, V, and IX supplies and equipment take priority because they are the most critical to successful operations. (See FM 3-21.8 for details.) In general, the classes of supply include the following:

- **Class I.** Rations, water, and ice.
- **Class II.** Clothing, individual equipment, mission-oriented protective posture suits, tentage, tool sets, and administrative and housekeeping supplies and equipment.
- **Class III.** Petroleum, oils, and lubricants.
- **Class IV.** Construction and engineering materials, such as pickets, sandbags, and concertina wire.
- **Class V.** Ammunition and mines, including explosives.
- **Class VI.** Personal-demand items normally sold through the exchange system, which can include candy, soaps, cameras, and film.
- **Class VII.** Major end items, such as ICVs, MGSs, and other vehicles.
- **Class VIII.** Medical materiel, including medical peculiar repair parts, supplied through the battalion medical platoon.
- **Class IX.** Repair parts and documents required for equipment maintenance operations.
- **Class X.** Materials to support nonmilitary programs.
- **Miscellaneous.** Anything that does not fall in one of the existing classes of supply.

RESUPPLY OPERATIONS

9-7. The three types of resupply operations are routine, emergency, or prestock. The platoon TACSOP specifies cues and procedures for each type. The platoon rehearses resupply operations during platoon training exercises. The actual type selected for resupply in the field depends on the METT-TC variables. (See FM 3-21.8 for details on resupply operations.)

ROUTINE

9-8. Routine resupply operations cover items in Classes I, III, V, and IX; mail; and other items requested by the platoon. When possible, the platoon should conduct routine resupply daily. Ideally, it does so during periods of limited visibility. The ICV is designed to operate over extended periods of time (72 hours) without Class III resupply; however, the platoon leader should refuel at every opportunity available based on METT-TC variables.

9-9. The logistics package (LOGPAC) technique offers a simple, efficient way to accomplish routine resupply operations. A centrally organized resupply convoy, the key feature of LOGPAC, originates at the battalion trains. The convoy carries all

items needed to sustain the platoon for a specific period (usually 24 hours) or until the next scheduled LOGPAC. The battalion TACSOP specifies the LOGPAC's exact composition and march order.

9-10. As directed by the commander or XO, the 1SG establishes the company resupply point. He uses the service station, tailgate, or in-position methods and briefs each LOGPAC driver on which method to use. When he has the resupply point ready, the 1SG informs the commander who then directs each platoon or element to conduct resupply based on the tactical situation.

Service Station Method

9-11. The service station method allows vehicles and their squads to move individually, or in small groups, to a centrally located resupply point. Depending on the tactical situation, a vehicle, section, or platoon moves out of its position, conducts resupply operations, and moves back into position. This process continues until the entire platoon has received its supplies.

9-12. In using this method, vehicles enter the resupply point following a one-way traffic flow. Only vehicles requiring immediate maintenance stop at the maintenance holding area. Vehicles move through each supply location. The crews rotate individually to eat, pick up mail and sundries, and refill or exchange water cans. When all platoon vehicles and crews have completed resupply, they move to a holding area. There, time permitting, the platoon leader and the platoon sergeant conduct a precombat inspection.

Tailgate method

9-13. The 1SG normally uses the tailgate method in AAs. Combat vehicles remain in their vehicle positions, or they back out a short distance to allow trucks carrying Class III and V supplies to reach them. Individual Soldiers rotate through the feeding area to pick up mail and sundries and refill or exchange water cans. They centralize and guard any enemy prisoner of war. They take Soldiers killed in action and their personal effects to the holding area, where the 1SG assumes responsibility for them.

In-Position Method

9-14. Occasionally, during operations when contact with the enemy is imminent, the in-position resupply method might be required. This method enables leaders to keep squad members in their fighting positions. It requires the company to bring forward supplies or equipment (or both) to individual ICVs and fighting positions. The platoon normally provides a guide to ensure the supplies are distributed to the most critical position first. Use this method when an immediate need exists and to resupply single classes of supply.

EMERGENCY

9-15. Occasionally (normally during combat operations), the platoon might have such an urgent need for resupply that it cannot wait for a routine LOGPAC.

Emergency resupply can involve CBRN equipment as well as Classes III, V, VIII, and water.

PRESTOCK

9-16. In defensive operations in particular, the platoon often needs prestocked supplies, also known as pre-positioned or cached resupply. Normally, the platoon only pre-positions Class IV and V items, but they can pre-position Class III supplies.

9-17. All levels must carefully plan and execute prestock operations. All leaders, down to vehicle commanders and squad leaders, must know the exact locations of prestock sites. They verify these locations during reconnaissance or rehearsals. The platoon takes steps to ensure the survivability of the prestocked supplies, to include selecting covered and concealed positions and digging-in the prestock positions. The platoon leader must have a removal and destruction plan to prevent the enemy from capturing pre-positioned supplies.

9-18. During offensive operations, the platoon can pre-position supplies on trucks or ICVs well forward on the battlefield. This works well if the platoon expects to use a large volume of fire, with corresponding ammunition requirements, during a fast-moving operation.

SECTION IV – LOAD CONSIDERATIONS

9-19. The basic, combat, and Soldier's load are a main concern of the leader. Because leaders cannot prepare for all possible operations, they must prepare for the most likely contingencies based on available information.

BASIC LOAD

9-20. For supply classes other than ammunition, the basic load covers supplies kept by units for use when combat is initiated. The quantity of each item of supply in a basic load is based on the number of days the unit may have to sustain itself in combat without resupply. For ammunition (Class V), the basic load is the quantity of ammunition required to be on hand to meet combat needs until resupply can be accomplished.

COMBAT LOAD

9-21. The platoon's combat load varies by mission and includes the supplies physically carried into the fight. Like the basic load, the platoon's combat load is specified by higher HQ.

SOLDIER'S LOAD

9-22. The Soldier's load is of crucial concern to the leader. How much Soldiers carry, how far, and in what configuration are critical mission considerations that require emphasis and inspection. Research shows that a Soldier can carry 30 percent of his body weight and retain much of his agility, stamina, alertness, and mobility. (For the average Soldier, who weighs 171 pounds, this means carrying 51 pounds.)

Success and survival in small-unit operations demand that Soldiers retain these capabilities. When the Soldier cannot move with stealth, agility, and alertness, the unit is at risk.

9-23. For each pound over 30 percent of his body weight, the Soldier loses function. When his load exceeds 45 percent of his body weight (77 pounds for the average Soldier), his functional ability drops rapidly and his chances of becoming a casualty increase. Research also shows that training can only improve load-carrying capability by 10 to 20 percent at best. With weight increases due to increased protective gear and new systems, the 30 and 45 percent goals are difficult to achieve. Often, Soldiers exceed the recommended weight due to the combination of protective gear, weapons, ammunition, and other items required for the mission.

9-24. Commanders must be aware of how excess weight increases risks and impacts the unit's effectiveness. With increased loads, Soldiers become fatigued more quickly, their speed is slowed, and their mobility is degraded. Leaders must decide what equipment is necessary for the Soldiers to carry, making every effort to reduce their Soldiers' load whenever possible. During operations, leaders must monitor their Soldiers to ensure that their loads do not adversely affect their performance. (See FM 21-18 for details on the Soldier's load.)

SECTION V – MAINTENANCE

9-25. The maintenance of weapons and equipment is continuous. Every Soldier must know how to maintain his weapon, vehicle, and equipment IAW the applicable technical manual.

9-26. Maintenance includes inspecting, testing, servicing, repairing, requisitioning, recovering, and evacuating vehicles and equipment. Maintenance at the platoon and squad level consists of thorough preventive maintenance checks and services and accurate reporting of maintenance problems to the company.

TERMS AND ELEMENTS

9-27. The platoon and squads are supported by a system of units to repair and return equipment to its full operational status. The following are some key terms and elements of the maintenance system that most affect the Stryker rifle platoon.

- **Field Maintenance.** On-system maintenance, mainly involving preventive maintenance and replacement of defective parts. Its goal is to repair and return equipment to the Soldier.
- **Combat Repair Teams.** The most visible part of field maintenance above company level. They are a brigade asset that supports the company. Their principal task is to assess and report maintenance requirements to the brigade support battalion.

- **Battle Damage Assessment and Repair.** The first step in returning disabled equipment to the battle. A combat repair team (CRT) assesses the damage to determine its extent, classifying the type of repairs required and determining the maintenance activity best suited to accomplish the repair. If essential repairs cannot be made at the breakdown site, further recovery to the unit maintenance collection point or directly to the brigade support area is made.
- **Recovery and Evacuation.** Used when the decision is made to repair the equipment at the brigade support area. If the vehicle is repairable, the company recovers it. Depending on TACSOP or OPORD specifications, the company then transports the vehicle to the unit maintenance control point or to the nearest main supply route. The use of FBCB2 enables recovery vehicles to identify the exact location of the inoperable piece of equipment.

PLATOON AND SQUAD RESPONSIBILITIES

9-28. Platoon and squad leaders are responsible for the maintenance of weapons, vehicles, and equipment. Leaders assign operators to each piece of equipment and ensure that required preventive maintenance checks and services are conducted in the time interval specified, usually daily. Do not conduct maintenance without the applicable technical manual for preventative maintenance checks and services.

COMPANY RESPONSIBILITIES

9-29. The company develops and executes a sound maintenance program, collates and forwards maintenance reports, and ensures repairs are completed as quickly as possible. The company also establishes and maintains the unit maintenance collection point, which is normally located in the company combat trains. The unit maintenance collection point provides vehicle and equipment evacuation and maintenance support. The platoon normally must transport equipment and vehicles requiring evacuation to the collection point for further evacuation. The attached CRT is also located at this collection point.

MAINTENANCE REPAIR FLOW

9-30. Maintenance and the early identification of problems prevent equipment downtime and the reduction of combat effectiveness. The result of good preventive maintenance checks and services is a properly completed equipment inspection and maintenance forms. DA Form 2404, *Equipment Inspection and Maintenance Worksheet*, is the primary means through which the platoons and squads obtain maintenance support or repair parts. The form follows a pathway from crew level to the brigade support area and back.

9-31. Per unit TACSOP, the company XO or 1SG supervises the flow of these critical maintenance documents and parts. The flow of reporting and repairing equipment is as follows:

- Squad leaders or vehicle commanders collect the maintenance forms and send them via FBCB2 or give them to the platoon sergeant, who consolidates the forms for the platoon.
- Platoon sergeant forwards an electronic version or gives a hard copy of the forms to the XO or 1SG, who reviews and verifies problems and deficiencies and requests parts needed for maintenance and repairs.
- Electronic versions of the forms are consolidated at company level and then transmitted to the battalion and its supporting CRT.
- During the next LOGPAC operation, completed hard copy forms are returned to the CRT to document completion of the repair.
- In the brigade support area, any required repair parts are packaged for delivery during the next scheduled resupply or through emergency resupply means.
- If the repair or installation of the part requires higher skills and equipment than the operator, a CRT is dispatched to assess the repair and to install the part on-site.
- Operator conducts initial maintenance, repair, and recovery actions on-site. Once it is determined that the crew cannot repair or recover the vehicle or equipment, the platoon contacts the XO or 1SG.

OPERATIONS

9-32. The unit TACSOP should detail when and to what standards maintenance is performed and who inspects said maintenance. The squad leader is most often the one who inspects maintenance work, with the platoon sergeant and platoon leader conducting spot checks. In addition to operator maintenance, selected Soldiers are trained to perform limited maintenance on damaged weapons and battle damage assessment and repair.

9-33. Inoperative equipment is fixed as far forward as possible. When a piece of equipment is damaged, it should be inspected to see if it can be repaired on-site. If equipment cannot be repaired forward, it is evacuated immediately or returned with a LOGPAC. Even if the item cannot be evacuated at once, the maintenance system is alerted to prepare for repair or replacement. If a replacement is available (from an evacuated Soldier or inoperative equipment), it is sent forward. If not, the leader must work around it by prioritizing the use of remaining equipment.

SCHEDULED SERVICES

9-34. To maintain equipment reliability, scheduled services are performed on SBCT equipment. Equipment services are specified maintenance actions performed when required during which equipment, components, and systems are routinely checked, adjusted, lubed, and so forth according to engineer specifications. Maintenance personnel use scheduled services to replace faulty items and avoid projected component failures based on analysis and engineering documentation.

REPLACE FORWARD, REPAIR REAR

9-35. With replace forward, repair rear doctrine, the maintenance system quickly returns systems to a mission capable or fully mission capable status. Faults that do not render a system nonmission capable are deferred until augmentation arrives or the tempo or operational pace permits. To be most efficient and to generate combat power, the CRT often focuses on the replacement of parts and major assemblies but, when appropriate, may perform on-system repairs of components.

9-36. The majority of the maintenance support assets are located in the brigade support area to reduce the burden placed on maneuver elements. The critical maintenance nodes remain in the company's maintenance collection points. Each of these elements have a CRT. CRTs assess and report maintenance requirements and repair nonmission-critical equipment with battle damage repair and parts/major assembly replacement (see Figure 9-1). CRTs carry a minimal parts load to perform this function.

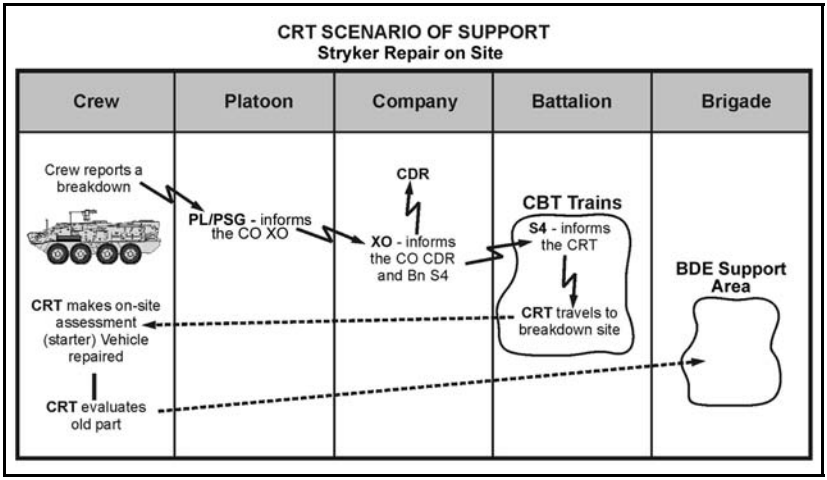

Figure 9-1. Stryker repair on site

9-37. Equipment that is beyond the CRT's capability is evacuated to the brigade service area for repair, evacuated beyond the brigade support area, or replaced (see Figure 9-2). Either like-vehicle recovery or assets from the forward maintenance company perform the evacuation to the brigade support area. If a vehicle is unable to be recovered to a maintenance collection point, the brigade service battalion coordinates for transportation and evacuation assets. There are no set evacuation timelines. The commander determines when to program logistics pauses into his OPLAN based on METT-TC variables. In some instances, the brigade service battalion attaches a recovery element to the SBCT battalion.

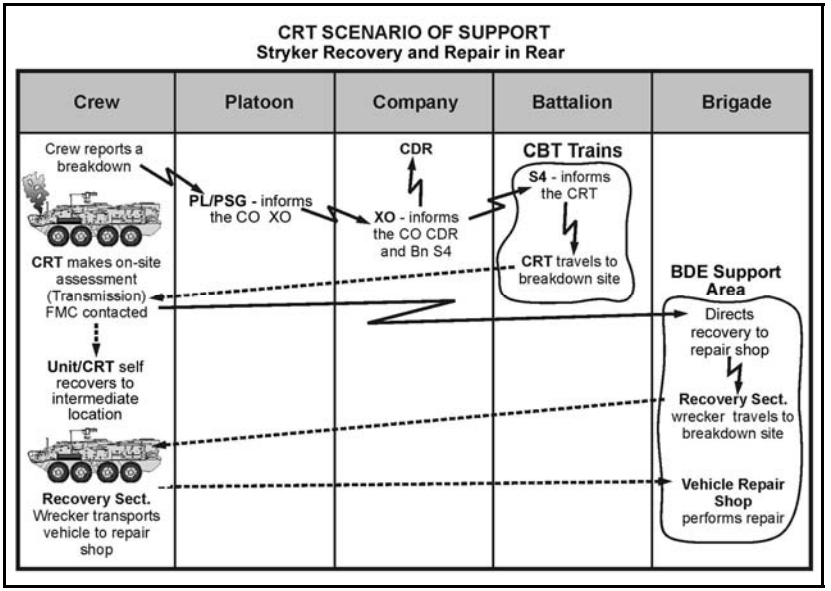

Figure 9-2. Stryker recovery and repair in rear

VEHICLE RECOVERY

9-38. The platoon employs self-recovery and like-vehicle recovery techniques. If the unit or CRT is unable to perform the recovery mission, it reports the need for recovery to the company. A recovery team is dispatched to perform recovery operations at the breakdown site or from an intermediate coordinated location within the AO. The recovery section accomplishes its mission by performing damage assessment and initial damage classification and recovering battle damaged equipment.

SECTION VI – FORCE HEALTH PROTECTION

9-39. Maintaining the health and fighting fitness of Soldiers is a vital responsibility of all leaders. The unit TACSOP should establish physical hygiene standards, sleep plans, safety procedures, and other measures to maintain the unit. Platoon and squad leaders ensure the health and fitness of their Soldiers by maintaining preventive medical measures and safety standards and providing access to medical care. Small-unit leaders are especially concerned about preventive health measures and stress control. (See FM 4-02.17 for details on force health protection.)

PREVENTIVE MEDICINE

9-40. Leaders reduce the health threat by emphasizing preventive measures. Platoon and squad leaders are active participants in the areas of hygiene, sanitation, counseling, and the treatment of stress and combat and operational stress reactions. Platoon and squad leaders establish and maintain standards for—

- Proper field sanitation.
- The wearing of the uniform and protective equipment.
- Drinking and washing from approved water sources.
- Proper cleaning of eating utensils.
- Sleep plans.
- Safety measures in the field, especially around vehicles, weapons, and other equipment.

COMBAT AND OPERATIONAL STRESS CONTROL

9-41. Operational stressors are caused by many factors, to include potential and actual enemy actions, the natural environment, and conducting operations in a combat environment. Sound leadership works to keep these operational stressors within tolerable limits and prepares troops mentally and physically to endure them. Some of the most potent stressors are interpersonal in nature and can be due to conflict in the unit or at home. For behavioral health, combat, and operational stress control support, contact the supporting medical company through the medical support section. (See FM 4-02.51 and FM 6-22.5 for details on control of combat stressors and specific leader and individual actions to control stress.)

9-42. Combat and operational stress control focuses on force health protection aspects of treatment and prevention of combat and operational stress reactions, including the rapid reversal of combat and operational stress reactions. These preventive medicine measures are essential to enhancing Soldier survivability across full spectrum operations. By making continual health hazard assessments a priority, disease and injury can be minimized. All BCTs have a mental health section consisting of a behavioral science officer and a mental health specialist. The BCT chaplain also assists with behavioral health, combat, and operational stress control services by helping unit commanders identify Soldiers who are stressed.

SECTION VII – CASUALTY EVACUATION PROCEDURES

9-43. When combat begins and casualties occur, the platoon must first provide care to those wounded in action. To do so, platoon members administer first aid (self-aid and buddy aid), enhanced first aid (by the combat lifesaver), and emergency medical treatment (by the platoon combat medic).

9-44. Platoon sergeants and squad leaders arrange for evacuation of those wounded in action to the company casualty collection point. The company normally sets up the casualty collection point in a covered and concealed location to the rear of the platoons. At the company casualty collection point, the senior medic triages all casualties, provides emergency medical treatment, and coordinates for evacuation of patients requiring additional treatment to the battalion aid station. (See FM 3-21.8 for details on casualty evacuation procedures.)

Note. Before the platoon evacuates casualties to the casualty collection point or beyond, leaders should remove all key operational items and equipment from their persons. This includes signal operating instructions, maps, position-locating devices, and laser pointers. Every unit should establish a TACSOP for handling the weapons and ammunition of its wounded in action.

SECTION VIII – DETAINED PERSONS

9-45. Detained persons and captured equipment and materiel often provide excellent combat information and intelligence. This information is of tactical value only if the platoon processes, accurately documents, and evacuates detainees and materiel to the rear quickly. (See FM 3-21.8 for details on detained persons.)

9-46. In any tactical situation, the platoon has specific procedures and guidelines for handling detainees and captured material. The six rules for detainee processing (search, segregate, silence, speed, safeguard, and tag) are the basic principles for handling detained personnel.

9-47. In addition to initial processing, the capturing unit provides guards and transportation to move detainees to the designated collection points. The capturing unit normally carries detainees on vehicles already heading toward the rear, such as tactical vehicles returning from LOGPAC operations. The capturing element must also feed, provide medical treatment to, and safeguard detainees until they reach the collection point.

9-48. Once the detained personnel arrive at the collection point, the platoon sergeant assumes responsibility for them. He provides for security and transports them to the company collection point. He uses available personnel as guards, to include the walking, wounded, or Soldiers moving to the rear for reassignment.

Glossary

AA	assembly area
AFATDS	Advanced Field Artillery Tactical Data System
AKO	Army Knowledge Online
AO	area of operations
APICM	antipersonnel improved conventional munition
APOD	aerial port of debarkation
AR	Armor
AT	antitank
ATGM	antitank guided missile
BCT	brigade combat team
BFV	Bradley fighting vehicle
BP	battle position
C2	command and control
CBRN	chemical, biological, radiological, and nuclear
cdr	commander
CG	control grip
co	company
COA	course of action
COP	common operational picture
CP	checkpoint
CPV	commander's panoramic viewer
CRT	combat repair team
DOTD	Directorate of Training and Doctrine
DPICM	dual purpose improved conventional munitions
DTMS	Digital Training Management System
dvr	driver
EA	engagement area
EPLRS	Enhanced Position Location and Reporting System
1SG	first sergeant
FA	field artillery
FASCAM	family of scatterable mines
FBCB2	Force XXI Battle Command, Brigade and Below
FCU	fire control unit
FM	frequency modulation
FO	forward observer
FPF	final protective fire
FRAGO	fragmentary order
FS	fire support
FSCM	fire support coordination measures
FSO	fire support officer
gnr	gunner
GPS	Global Positioning System

gren	grenadier
HBCT	Heavy Brigade Combat Team
HE	high explosive
HMMWV	high-mobility multipurpose wheeled vehicle
HN	host nation
HQ	headquarters
IAW	in accordance with
IBCT	Infantry Brigade Combat Team
ICV	Infantry carrier vehicle
IED	improvised explosive device
IR	infrared
JTAC	joint terminal attack controller
LD	line of departure
ldr	leader
LM	loadmaster
LOGPAC	logistics package
LZ	landing zone
MCoE	Maneuver Center of Excellence
med	medical
MEDEVAC	medical evacuation
METT-TC	mission, enemy, terrain, troops and equipment, time available, and civil considerations
MGS	mobile gun system
MO	military police
MP	multi-option
MT	mechanical time
MTSQ	mechanical time, super quick
NCO	noncommissioned officer
OAKOC	observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment
OP	observation post
OPORD	operation order
PD	point detonating
PL	platoon leader
POS/NAV	position/navigation
PSG	platoon sergeant
PZ	pickup zone
RAP	rocket-assisted projectile
ROE	rules of engagement
RP	red phosphorus
RPM	rounds per minute
RTO	radiotelephone operator
RWS	remote weapon station

SALUTE	size, activity, location, unit, time, and equipment
SAW	squad automatic weapon
SBCT	Stryker brigade combat team
SINCGARS	Single-Channel Ground and Airborne Radio System
SITREP	situation report
SME	subject matter expert
SOP	standing operating procedure
SOSRA	suppress, obscure, secure, reduce, and assault
SPOTREP	spot report
TAA	tactical assembly area
TACSOP	tactical standing operating procedure
TLP	troop-leading procedures
tm	team
TOW	tube-launched, optically tracked, wire-guided
TRADOC	United States Army Training and Doctrine Command
TTLODAC	target, trigger, location, observer, delivery system, attack guidance, communication network
UAS	unmanned aircraft system
UBL	unit basic load
UO	urban operations
VC	vehicle commander
VT	variable time
WARNO	warning order
WP	white phosphorus
XO	executive officer

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Digital Training Management System, https://dtms.army.mil/DTMS

Reimer Doctrine and Training Digital Library, http://www.train.army.mil

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By order of the Secretary of the Army:

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