

CHAPTER 6

OPERATIONS OTHER THAN WAR

FM 100-5, FM 100-20, and FM 100-19 are the doctrinal basis for operations other than war. Infantry divisions conduct operations other than war in peacetime, conflict, or war. Many division tactics and techniques for war apply to operations other than war. Many of the same principles apply, modified to meet the particular environment in which they are employed. The infantry division focuses and trains for combat operations. However, it maintains the versatility to shift focus, tailor forces, and move from one mission to another rapidly in operations other than war. This chapter provides some examples of division operations in operations other than war.

FUNDAMENTALS

Peacetime activities are predominantly non-hostile and are characterized by the benign use of military forces. These operations contribute to US national interests and help keep day-to-day tensions below the threshold of conflict. In *conflict*, the use of force is in direct response to a physical enemy threat. Operations other than war are characterized by short-term, rapid projection or employment of forces and detailed ROE. The desired end state for the division is to decisively accomplish its mission and either redeploy or transition into peacetime activities. However, a division may conduct operations other than war in a wartime environment. *War* requires the maximum application of combat power against the enemy's center of gravity. Generally, infantry division tactics and techniques in conflict and war may differ only in C² relationships and ROE constraints.

The infantry division conducts *contingency operations*—a rapid response to a foreign or domestic crisis—as the initial part of the force projection national military strategy. Typically, these operations are conducted in eight stages:

Ž Mobilization (as needed).

Ž Predeployment activity.

- Deployment.
- Entry operations.
- Operations.
- Postconflict operations.
- Redeployment and no constitution.
- Demobilization (as needed).

The division plans and considers all stages; however, this chapter focuses on *deployment*, *entry*, *decisive operations* (specifically, in peacetime), and *restoration*. Tactics and techniques in conflict are covered in other chapters. The division plans for mobilization according to the Army mobilization and operations planning system (AMOPES). Mobilization planning generally centers on the integration of slice and roundout reserve component units such as civil affairs attachments and rear operations centers (ROCs).

To conduct contingency operations, a JTF is normally formed under a combatant or specified command. During peacetime operations, division forces can expect to be subordinate to other US government agencies. The division should ask for and receive augmentation for these missions.

If the division is designated as an Army forces (ARFOR) headquarters, it must be augmented by corps and the Army service component command. This augmentation package includes deployable personnel and equipment, and units:

Ž Logistics planners—joint operations planning system (JOPES), G3 air, and G4 and DTO.

Ž Communications package.

- MI brigade IEW assets.
- Operational planners and LOs.
- Special operations C² element.

Ž Special CS and CSS Army units required for nontactical missions.

Augmentation must be completely ready to deploy OCONUS when they report to the division.

The Army service component of the theater is responsible for providing logistics support to the

ARFOR. Terms of reference (TOR) on theater support requirements must be agreed upon. (See Figure 6-1.)

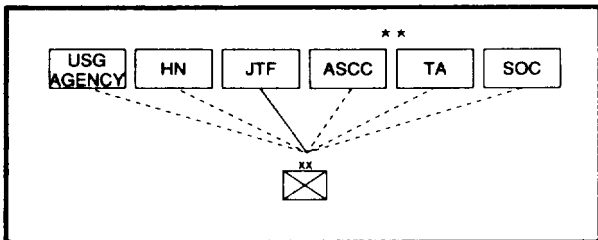


Figure 6-1. Theater command relationships

Usually, division conducts operational planning for all eight stages of force projection operations. Based on the factors of METT-T plus P (political factors), the division may deploy as a whole or be task-organized as a smaller force to accomplish a specific mission.

Divisions may provide forces and equipment to support operations other than war. Such actions include—

- Ž Nation assistance.
 - Peacekeeping (peace enforcement).
 - Security assistance.
 - Humanitarian assistance and disaster relief.
 - Support to counterdrug operations.
 - Support to domestic civil authority.
 - Postconflict operations.
- Ž Shows of force.
 - Noncombatant evacuation operations (NE O).
 - Attacks and raids.
 - Base defenses.
 - Support to insurgency or counterinsurgency.
 - Combatting terrorism.

PEACETIME ACTIVITIES

Division forces may deploy to support peacetime activities as individual units, or as task forces. The division may deploy as a whole during large-scale disaster relief efforts and the restoration phase of a combat operation. Forces are task-organized for a specific activity, normally as a component of an interagency, unified, joint, or

combined operation, A division headquarters element may be deployed to provide C² interface with the JTF, other US government agencies, or host nation (HN) authorities, even when a single brigade task force is deployed.

The infantry division possesses skills and assets which can effectively support peacetime activities. The infantry division can provide forces and equipment for—

- Ž Combined command post exercises (CPXs) and field training exercises (FTXs).
 - Engineer support and assistance.
 - Health service support.
 - Surveillance, communications, and airlift support to counterdrug operations.
 - Peace enforcement.
- Ž Disaster relief and humanitarian assistance operations.

Operational Planning

While peacetime activities vary, division-level planning consists of four basic components:

- Mission analysis.
- Task organization.
- Logistics support.
- Ž Command, control, and communications.

Additionally, in peacetime activities, force protection and legal considerations will be important.

Mission Analysis

Although combat actions differ significantly from peacetime activities, the process for tactical decision making is similar. Specific mission analysis elements are facts, assumptions, analysis of higher mission and intent, and commander's guidance, (See FM 101-5.)

Facts. The division staff provides the commander pertinent facts. The G1 personnel estimate includes—

- Ž Unit strength and statistics of low-density MOSS that may be critical to this particular mission.
- Ž Preparation for overseas movement (POM) status of the division.

- Language-specific requirements and numbers of language-qualified personnel.

The SJA obtains the JTF or corps ROE and adapts them for use by division forces. Additionally, the SJA advises commanders on *posse comitatus* limitations and Title X restrictions on use of forces.

The G2 prepares a detailed and innovative IPB for the AO. This includes—

- Terrain analysis. A detailed analysis of key terrain, transportation networks (trafflcability and location), built-up areas, water, serviceable airfields, and possible LZs and DZs.
- Weather. Climatic and environmental conditions for a region can affect the mission. For example, hot, humid areas may require the acclimatization of soldiers.

Ž Political, social, economic factors. Peacetime activities have high political visibility. The end state of peacetime military activities cannot exclude political, social, and economic factors. These factors include the receptiveness of the host nation population to US forces, sources of political instability, ongoing insurgences, cultural sensitivities, and standard of living.

Ž Threat. The G2 identifies known threat activities and capabilities which could affect operations and summarizes recent and present threat activities that may indicate future actions. In some cases, the “threat” may not be “enemy personnel.”

Under normal circumstances, the G3 coordinates with the Army service component command of the gaining combatant command or US government agency (USG) to determine the scope of the operation and its level of support, funding, and C² relationships. The G3 also begins to plan and coordinate airlift, sealift, ground transport, and any specialized training which may be required with other USG agencies (that is, forest fire fighting or environmental cleanup). The G3 uses current unit status reports and METLs to determine units capable of conducting the operations.

The G4 provides the logistics status. The G4 compiles detailed estimates for all classes of supply and equipment. He determines what combat prescribed load lists are critical and increases quantities. The G4 estimates the amount of

support needed from the Army service component command to support the peacetime activity. The G4 also plans for redundancy of critical equipment to offset decreased repair and supply capability.

The *contracting officer* works closely with the G4 and the DISCOM commander throughout the planning process to determine what requirements need to be contracted prior to and during deployment. Additionally, the contracting officer determines contracting procedures in the assigned AO.

If operations are to be conducted in another country, the G5 reviews regional studies of AOs and, through the Army component command staff, coordinates with active and CAPSTONE CA and PSYOP units for that theater. The CA and PSYOP assets are critically needed during the predeployment phase to assist in planning. The G5 also examines needs assessments conducted for the AO to see what actually must be done. The G5 identifies the HN agency responsible for the operation, the level of HN participation, and points of contact within the HN government.

Assumptions. Having identified the facts available, the division staff develops assumptions needed to replace necessary, but missing, facts and facilitate planning. Assumptions developed during the initial planning may include—

- Availability and type of transportation assets (ground, sea, air).

Ž Force protection requirements.

- Training requirements.
- SOF participation.
- Security assistance organization (SAO) role.
- Use of reserve component forces.
- Other USG agencies’ roles.
- Lodgment sites and responsibilities.
- Host nation requirements and expectations (OCONUS).

Ž Funding.

Ž Special equipment requirements.

Analysis of Mission and Intent. Once tasked to support OCONUS peacetime activities,

the division staff analyzes the theater strategy, campaign plans, and concept plans (CONPLANS) of the gaining combatant command. The theater strategy articulates the CINC's vision for his theater. In most cases, it provides guidance, direction, and opportunities for peacetime activities in general terms of ends, ways, and means. Campaign plans and CONPLANS identify theater objectives, sustainment concept, needed resources, and specified and implied tasks. Supporting plans developed by the Army service component command provide more definitive guidance on essential tasks.

Support to US civil authorities, other than counterdrug operations, is usually a crisis response. In either case, USG agencies have the lead in planning and employing division assets. Divisions will be tasked on relatively short notice to support USG agency operations such as disaster relief. Divisions normally initiate direct coordination with USG agencies (such as, Federal Emergency Management Agency (FEMA), US Forestry Service, or US Coast Guard) to analyze their plans and guidance. In counterdrug operations, divisions may be tasked to support the Drug Enforcement Agency (DEA), US customs, and local law enforcement agency operations. In most cases, the division has sufficient time to coordinate with the regional CINC through the Army service component command, and the regional counterdrug JTF which coordinates military support to ground drug law enforcement agencies.

Commander's Guidance. Commander's guidance can be the most critical element of mission analysis during time of crisis and short notice warning, such as disaster relief and postconflict operations. The commander issues guidance on task organization, logistics support, and C³ arrangements.

Task Organization

Mission, funding, available lift, in-theater support, and political factors drive task organization. The division task organizes forces to be as self-contained as possible. The task force should have sufficient assets to accomplish the mission; sustain itself: provide air, land, and water transportation; and communicate with higher headquarters and home station. In most cases, a battalion or brigade task force will consist of

forces drawn from the whole division. A sample task organization for a nation assistance or postconflict operation is shown in Figure 6-2, Significant M/S requirements are common during these types of operations. Based on METT-T, the light division will normally require echelon above division (EAD) engineer augmentation to support its M/S operations and augment the capabilities of its organic engineers.

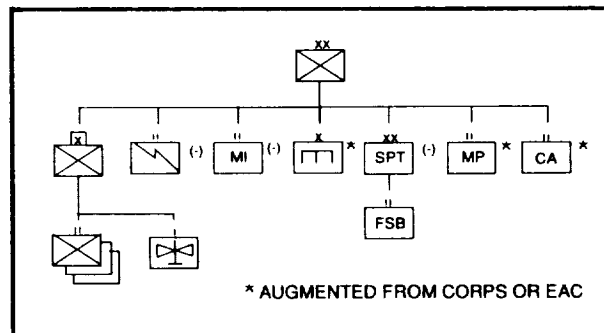


Figure 6.2. Sample task organization

The task force should be structured to interface with existing operational and logistics structures whether it is a JTF, in in-theater Army service component, or a USG agency.

In many cases, a brigade or battalion task force (with a brigade CP) will be sufficient to accomplish peacetime activities. However, large postconflict operations or contingency operations to restore reasonable order prior to conducting humanitarian assistance may require division-sized forces.

It is critical for G3 operations to define C² relationships for each developed supporting task organization. Maintenance and accountability of task organizations and unit C² relationships significantly impact on the accuracy of personnel accounting and strength reporting, replacement operations, and postal operations. Command and control relationships are established through command relationships (organic, assigned, attached, or OPCON) and assignment of tactical missions (direct support, reinforcing, GS reinforcing, or GS), "OPCON" or "attached" should be printed to the right of every unit not listed with its parent (assigned) unit of organization. OPCON unit strength is reported by the parent (assigned or losing) unit. Attached unit strength is the responsibility of the gaining commander or

S1. Decisions to “OPCON” or “attach” any DS or GS unit should be annotated.

Logistics Support

Logistics support of peacetime activities may involve providing on-hand and contracted materiel and supplies to both US and HN forces and agencies. It also can involve developing logistics systems and infrastructures and procedures for HN logistics personnel.

Once a division is given a mission, the G4 begins to plan for logistics support packages. He develops a concept for support and uses experienced logistics staff officers to ensure that the logistics system works smoothly. A DISCOM forward command post (DFCP) may be required. The DFCP is a rapid deployment logistics C² cell. It can be tailored to operate in any type of contingency. It is transportable in two C-141B sorties and provides the resources necessary for the immediate logistics C² of division or brigade task force operations. The DFCP can operate from three SICPS and four to eight vehicles (HMMWVs), but should be sited in buildings whenever possible. In most cases the DFCP will follow the division assault command post, and the division assault force. The composition of the DFCP varies; it may expand or contract in size, depending on the availability of strategic lift and the factors of METT-T. The DFCP should be headed by the DISCOM commander, S3, or division materiel management officer (DMMO) and normally comprises 26 personnel in these sections:

- CSS planning and operations.
- Movement control.
- Material management (general supply, class I, water, II, III, IV, and VIII supplies).
- Ammunition management.
- Maintenance management.
- Class IX repair parts.
- HSS operations and casualty evacuation.
- LOS (as required).

Once the total deployment of the division is complete, DFCP personnel transition back to the DISCOM and rear command post and assume their normal functions.

The DFCP's primary mission is to rapidly establish and provide logistics C² interface between the FSBs and the corps support units or host nation located in the AOs.

The DFCP translates current developments into future requirements beyond 48 to 72 hours. Requirements identified by the FSBs are passed to the DFCP which in turn coordinates with the corps support units or host nation to ensure availability and distribution. The corps units or host nation will then supply the transportation assets necessary to throughout supplies to the BS. The DFCP can also assist support battalions by requesting additional support assets to augment the FSB.

During CONUS peacetime activities, the DFCP can be used to establish logistics LOC and support and liaison with sister services and other USG and local agencies. The 7th Infantry Division (Light) successfully used the DFCP during Operation GARDEN PLOT (federal response to Los Angeles riots) in May 1992. During this operation, the DFCP deployed as part of the ARFOR to the Joint Task Force Los Angeles (JTF-LA). As primary logistics support element of JTF-LA, the DFCP established liaison and coordinated with the 3d Marine Amphibious Wing, 40th ID (ANG), 2d Brigade TF (71D(L)), and JTF-LA. Additionally, the DFCP coordinated local civilian logistics support for shelter and food.

Mission Requirements. The mission dictates the level and type of support needed. Logistics planners consider essential tasks to be accomplished by the task force, terrain, and degree of interagency and HN support. Peacetime activities in austere environments may require special class I, such as use of a reverse osmosis water purification unit (ROWPU) or bottled water. A class III storage capability may be needed to support fuel requirements (air and ground) in isolated areas.

Available Theater Support. Maximum reliance on theater support is critical to long-term sustainment of forces. Early coordination identifies all classes of supply, services, and DS maintenance available to the force. During disaster relief and humanitarian assistance operations, the G4 coordinates with the service component command on availability and

movement of Department of State or FEMA stockpiled relief supplies.

In austere areas, the division must plan with other USG agencies and, if applicable, the host nation and the Army service component command to establish an operational base prior to conducting peacetime activities. The operational base should be—

- Located far enough away from population centers to preclude civilian interference with operations.

- Located near roads and LZs.

Able to provide the task force with C3 facilities; CSS; personnel systems support; and staging

- Defendable in high-threat areas.

Command, Control, and Communications

Well-defined and effective C2 structure is essential to successful peacetime actions. Peacetime activities are normally the result of a plan developed in conjunction with many USG agencies. These agencies include the Department of State, DEA, FEMA, US Forestry Service, and others. The division may be required to coordinate and plan with one or more of these agencies, as well as a host nation, if the operation is OCONUS.

Normally, the US ambassador assumes responsibility for US noncombat operations outside the United States. He heads a country team that interfaces with civilian and military agencies. The term "country team" describes in-country interdepartmental coordination among the members of the US diplomatic mission assigned to the embassy. They are charged with ensuring that US actions to accomplish regional and international objectives within a country are efficiently and economically administered. The regional command representative on the country team is the chief of the SAO. However, the defense attache officer (DAO) may also act as the SAO. The DAO works directly for the ambassador. The division staff initially establishes contact with the country team through the SAO or DAO. The SAO or DAO can provide information on the—

- US ambassador's goals for the host nation.
- Current threat.

- Involvement of other USG agencies, and points of contact (POCs).

- Current political situation.

- Usable supply routes.

- Airfields.

- Movement restrictions.

- Customs procedures.

Ž Host nation expectations.

Other ongoing peacetime activities (DOD and other USG agencies) within the host nation.

- Terrain management.

- Airspace restrictions.

- Weapons restrictions.

- Extent of HN role and support.

During brigade task force operations, the division provides a C2 element to coordinate with the JTF, other USG agencies, and the host nation. The division C2 element conducts as much of the coordination and interface as possible to ensure the brigade task force headquarters is free to focus on assigned and attached forces. If time permits, on-site surveys are conducted and an advance party precedes deployment of the main body. At a minimum, the division headquarters' advance party should consist of G3, G4, G5, ADSO representatives, and an Army lawyer. Initial coordination is made with the Army service component command and the SAO.

In some cases, the division may be relieving another force conducting peacetime activities. The advance party of the relieving unit then coordinates the following areas with the relieved unit:

- Lodgment.
- Transfer of property and supplies.
- Force protection plans.
- Contracting procedures.
- Completion status of projects.
- Engineering data.
- Environmental factors.

Use of air and sealift for backhaul of relieved unit.

- Host nation support.

Reserve and National Guard forces participate in many peacetime operations. Command and control arrangements need to be made early with the JTF through the Army service component command.

For large-scale, short-notice peacetime activities, an assistant division commander (ADC) and a tailored division assault CP may be deployed. The assault CP, configured for the particular mission, may have G1 to G5, ADSO, ADE, SJA, CA, provost marshal office (PMO), PAO, and PSYOP representatives, as well as LOs from USG agencies and the host nation.

The division's communications equipment should be sufficient for communicating with subordinate units. However, there are special communications requirements unique to peacetime activities. The ADSO plans for communication with the JTF, combatant command, host nation, and other USG agencies who may not have compatible equipment. Officers with communications equipment and SOIs may be required as LOs. This may require obtaining additional TACSAT communication equipment or commercial hand-held radios. The division may be required to provide communications support to the host nation and USG agencies. NOTE: Nearly all staff functions will require liaison. (See LO discussion in Chapter 2.)

As in combat operations, peacetime activities can benefit from the use of a synchronization matrix (Figure 6-3) to help coordinate actions. It allows the staff to record the results of war gaming and synchronize the COA across time, space, and purpose in relation to the most likely situational events that will occur. Regardless of the matrix format, each staff can adapt it to meet its needs. The staff should incorporate into the matrix other operations, functions, and units to be integrated or whose use the staff wants to integrate.

Force Protection

During peacetime activities, security is just as important as any other operation. The primary threat will be terrorism. Although the PM normally establishes the security plan for the division operating base, detailed coordination is made with HN forces about their roles and capabilities. The task force commander may

determine that infantry forces are needed to provide sufficient force protection. He takes appropriate steps to ensure security of his units.

Force protection is a critical consideration for the division staff. The goal of force protection is to conserve the fighting potential of the force so that the force can be applied at the decisive place and time. Force protection focuses on two areas: conserving our ability to generate combat power and denying the enemy the ability to generate combat power against us. The commander implements protection of the division through his force protection plan. This plan addresses all components of protection including survivability, deception, and countermobility operations. This plan includes both active and passive measures. FMs such as FM 5-114 focus on force protection planning and operations.

In some situations, the political environment may cause a rapid transition from a relatively peaceful environment to conflict. Detailed ROE contain graduated responses to a changing environment. Some considerations include use of riot-control agents, availability and use of snipers, stockpiling of basic loads, and augmentation by combat forces.

Rules of engagement during peacetime activities are restrictive, detailed, and subject to political scrutiny. Restrictions on the use of force are approved by the combatant command, clearly articulated, reviewed by the SJA, and disseminated to all echelons by the G3. Additionally, ROE for each weapon system will differ.

Legal Considerations

Generally, legal considerations for commanders conducting peacetime activities concern the use of proper funding authorizations for the type of mission being conducted. The SJA is responsible for monitoring expenditures of Foreign Assistance Act (FAA) funds, and operations and maintenance funds. Care must be taken to avoid using operations and maintenance funds for security assistance and development assistance activities. Additionally, commanders must be aware of *posse comitatus* and Title X restrictions on use of Army forces. The division's advance party for operations other than war should include legal counsel.

TIME	D-11	D-10	D-9	D-8	D-7	D-6	D-5	D-4	D-3	D-2	D-1
HIGHER HQs ACTION	WARNING ORDER CONDUCT PEACE ENFORCEMENT OPERATIONS	- RECEIVE CORPS OPLAN									H-HOUR IDENTIFIED
G1	BEGIN CMD ESTIMATE	- IDENTIFY LIQUENTS - MANAGE POM	- REQUEST LIQUENTS	- INCREASE MEDICAL STOCKPILLES	- HES ESTIMATE ON HH HS CAPABILITY			PERSONNEL STRENGTH OPERATIONS COMPLETE FOR DEPLOYMENT		POSTAL OPERATIONS PLAN COMPLETE	
G2		- OBTAIN MAPS AND SATELLITE IMAGERY CONDICTION OF AIRFIELD AND ROAD NET	- PR AND AUGMENTATION REQUESTS TO MOHER							MI ROE AUGMENTATION COMPLETE	
G3	CONDUCT MISSION ANALYSIS OF THEATER CAMPLANS/OPANS	- REQUEST SATCOM ASSETS FOR JTF COMMO - REQUEST SOC C2 ELEMENT	- ABCC AUGMENTS W/OPS AND LOG PLANNERS	- REQUEST DTY DEPLOY ADVON AT D-15	- SOC C2 REPORTS - TYPD0 AND POINTS OF DEBARICATI IDENTIFIED BY ABCC	REQUEST SOF CURRENT SITUATION	- ADVANCE PARTY DEPLOYS - ESTABLISH COMMO WITH SOF IN AO	LOG EXCHANGE W/ COMBATANT COMMAND JTF AND JTFOR COMPLETE	COORDINATE TYPD0 WITH ABCC	RECOMPRM/TRACKS REQUIRED/AVAILABLE AIRFRAMES	
G4	AVAILABLE PUBLIC SERVICES		DEVELOP TOE FOR THEATER SUPPORT REQUIREMENTS	IDENTIFY POCs FOR THEATER HUMANITARIAN ASSISTANCE STOCKPILLES	RECEIVE ABCC AUGMENTATION		- LOG ESTIMATE COMPLETED - IDENTIFY ALL SUPPLY REQUIREMENTS		CONUS CONTRACTING REQUIREMENTS COMPLETED		
G5		ISSUE COUNTRY PROFILE TO SUBORDINATE UNITS	REQUEST CAPTOP AUGMENTATION		ASSESS HH SUPPORT CAPABILITY			PROVIDE COR WITH HH PUBLIC UTILITIES STATUS			
SJA		RECEIVE JTF ROE	PREPARE ROE FOR SUBUNIT DISTRIBUTION		BRSE COR ON USE OF FUNDS			ROE UPDATED AND DISSEMINATED			
PM			IDENTIFY LMO REQUIREMENTS TO HH LAW ENFORCEMENT AGENCIES		DETERMINE REQUIREMENTS FOR HH FORCE AUGMENTATION		BATTLEFIELD CIRCULATION CONTROL PLAN APPROVED	AREA SECURITY PLAN APPROVED	LAW AND ORDER POLICY APPROVED BY COMMANDER		
NON MILITARY AGENCIES		CRITICAL LOG		C2 OF NON DOD AGENCIES DECISION PROCESS		MEDIA/STRAP MANAGER MANAGEMENT					
CCIR	END STATE DESIRED/CONNECTED IMPLIED TASKS		SUPPORT REQUIREMENTS AND KEY ASSETS	COMMO REQUIREMENTS		TYPD0	MOE		LAW AND ORDER POLICY	ADVANCE PARTY ASSESSMENT	

Figure 6-3. Example of predeployment sync matrix

Special Operations Force Integration

During operations other than war, special operations command and control elements (SOCCE) are often provided down to divisions. These elements provide liaison between special operations forces and division forces operating in the division's AO. This liaison is accomplished by collocating a SOCCE at division's main CP. (See FM 100-25.)

The SOCCE provides C³ and intelligence to special operations forces within the division's AO. The SOCCE focuses on synchronizing and integrating the SOF with the supported division. It performs the following functions:

- Establishes and operates a cell at the main CP on a 24-hour basis.

- Advises the division commander on the employment, mission, current situation, capabilities, and limitations of supporting SOF units within the division's AO.

- Participates in the division's COA development.

Advises the supporting SOF commander of the division's current intent, situation, and requirements.

Provides required SOF communications links.

Synchronizes SOF with division operational and intelligence requirements.

- Coordinates division support of SOF.

- Receives SOF operational, intelligence, and target acquisition reports from deployed teams and provides them to the division commander and staff.

- Deconflicts special operations and other division operations.

- Assists the division staff planning for linkup with SOF.

The theater CINC normally dictates the command relationship a JTF has with SOF. OPCON or tactical control (TACON) are the two common command relationships that are designated.

CONUS Peacetime Activities Scenario

A major earthquake has occurred in a large metropolitan area, disrupting public services and causing hundreds of casualties. The governor of the state determines it is beyond the capabilities

of local authorities and the National Guard to provide services and relief, and requests federal assistance.

US Army Forces Command (FORSCOM) alerts corps headquarters for deployment in support of earthquake disaster relief operations. Based on initial assessments, FORSCOM directs the deployment of a logistics task force (formed around a corps support group) to establish feeding sites and a staging area for health care personnel and to provide vehicles. Later, the corps headquarters is ordered to deploy and assume the mission of the JTF. Corps issues a warning order to one of its light divisions to deploy and assume the ARFOR mission under the command of the corps JTF. The division implements its disaster relief OPLAN and deploys the advance party under the direction of the ADC-M. The division prepares to deploy appropriate C² and supporting units to accomplish the mission of disaster relief in AO Rolinda. The division invokes N-hour sequences and the first units begin arriving into AO Rolinda at N +20 hours,

The division commander's intent is to quickly deploy, establish liaison with local agencies, and provide life support and assistance to earthquake victims in the community. After coordinating with FEMA and local officials, the commander prioritizes resources, linking them to the specific needs of the community. The division-essential tasks are to—

- Conduct air-land operations.

- Conduct damage assessment of AO.

- Establish liaison with FEMA and local government agencies.

- Assist in establishing communications.

- Provide HSS.

- Establish feeding sites.

- Provide potable water.

- Assist in debris removal.

- Establish shelters.

- Support reconstruction activities.

- Assist in distributing donated items.

Maneuver

Early assessment of the extent of damage caused by a natural disaster is critical to tailoring the appropriate response package deployed to the AO. On notification, the division deploys an advance party to conduct a reconnaissance of the earthquake disaster site to—

- Assess total damage and recovery times.
- Determine requirements (including power generation).
- Select assembly areas.
- Establish liaison with local, state, and federal authorities and sister services.
- Ensure priority of work for the division is approved by local and federal authorities.

The advance party consists of the ADC-M, ADE, ADSO, PAO, provost marshal, liaison officers, contracting officer, and G3, G4, G5, DISCOM, and division surgeon representatives. The division plans to conduct this operation in four phases:

- Phase I: Conduct air-land operations.
- Phase II: Occupy assembly areas.
- Phase III: Conduct relief operations.
- Phase IV: Redeploy.

The ARFOR (division +) task organizes to ensure that subordinate units are robust and self-sustaining (Figure 6-4). To facilitate direct contact with disaster victims, forces are task-organized to operate in a very decentralized manner in neighborhoods that they support. Initial sorties in the airflow include the division assault CP; DFCP; signal, medical, and engineer battalions; and other units based on need.

The advance party at the disaster site provides continuous updates to the home station via commercial phone and TACSAT radio (to include verification of assembly areas). Reports are rendered according to the division TSOP. Forces arrive at the disaster site and move to and establish assembly areas. Liaison officers brief commanders on—

- Current missions, tasks, and roles down to squad level.
- Chain of command (for example, JTF, disaster control officer, federal control officer (FCO)) and location of headquarters.

- Current missions, tasks, and roles of all federal, state, and local agencies; National Guard; sister services; and private organizations.

- New liaison requirements.

- Public services status (for example, power, water, and commercial communications).

Command and Control

The division takes the initiative to establish command channels with the JTF, local agencies, USG agencies, and private organizations. Boundaries for subordinate units are drawn to encompass political subdivisions to facilitate coordination and cooperation with the local leadership (Figure 6-5, Page 6-12). Task force headquarters are located in municipal buildings and near other agencies' headquarters. Representatives from all local agencies are asked to send liaison personnel to the division and subordinate units CPs. Commanders at all levels meet daily with local leaders to ensure that the division's efforts focus on the needs of the disaster victims and the expectation of the local leadership.

Communications

The advance party is equipped with hand-held commercial radios, cellular phones, and TACSAT radio. The division contracts for commercial satellite communications channels and equipment and implements the signal support plan that supports the disaster relief contingency plan, Communications systems (MSE, RATT, and FM) arrive on the initial sorties and are quickly employed as primary sources for area communications until commercial systems are restored. A robust MSE network is established at the disaster site. Municipal buildings, hospitals, firehouses, and police stations are provided a MSE phone and assemblage. The signal battalion dispatches a liaison to FEMA's emergency support function (ESF) communications cell to ensure the ARFOR's and FEMA's communications objectives are compatible.

Intelligence

Prior to deploying, the G2 conducts intelligence preparation of the area of operations (IPAO). Products of IPAO include detailed satellite imagery of the AO (both before and after the earthquake), MSRs and airfield conditions, and

<i>1st Bde</i>	Corps Engr Group (DS)
HHC Bde	
Inf Bn	<i>DISCOM</i>
Inf Bn	HHC.DISCOM
Co Engr Bn (-) (Lt)	FSB
2/2 MP Co (DS)	FSB
Det 2 CA Bn (DS)	FSB
	MSB
	MCT
<i>2d Bde</i>	MCT
HHC Bde	HQ, ASMB (-)
Inf Bn	ASMC
Inf Bn	Med Det (VS)
Co Engr Bn (-) (Lt)	Med Det (SAI)
MI Bn (-)	Med Det (ENTO)
2/3 MP Co (DS)	Med Det (AA) (-)
Det CA Bn (DS)	MED.DET (Log Spt)
<i>DIVARTY</i>	
HHB.DIVARTY	COSCOM Forward (FWD)
FA Bn	
FA Bn	<i>Division Troops</i>
E Btry FA Bn	HHC/ Div
Co Engr (Lt)	PSC (-)
TAD	FSU (-)
1/3 MP Co (DS)	Postal Co (-)
Det CA Bn (DS)	Engr Bn (-)
	Engr Co (CSE) (-)
<i>Avn Bde</i>	PSYOPS Det
HHC Bde	CA Bde (-)
Recon Sqdn (-)	CA Bn (-)
Atk Bn (-)	CA Bn (-)
AHB (-)	Division Band
TF Corps Avn Group (-) (OPCON)	PAT. MPAD
1/2 MP Co (DS)	Provost Marshal
Det 3 CA Bn (DS)	MP Co
	Corps MP Bn
	MP Co
	MP Co
	MP Co
	MP Co
	Sig Bn
	Corps Sig Co/Corps
	Det (USAF) (-)
	Det (-) (WX)

Figure 6-4. Division task organization

weather forecast. Additionally, the G2 provides maps of the AO

Engineer Support

The ADE closely coordinates and works with the U.S. Army Corps of Engineers (USACE), FEMA, and National Guard senior engineers. The ADE works closely with the contracting

officer to ensure needed contracted equipment and drivers are quickly integrated into the relief effort. The engineer battalion initially focuses on emergency debris removal that affects public sanitation and safety. During relief operations, the engineer assets also assist in constructing life support centers, disaster assistance centers, and troop base camps. Engineer units design, install,

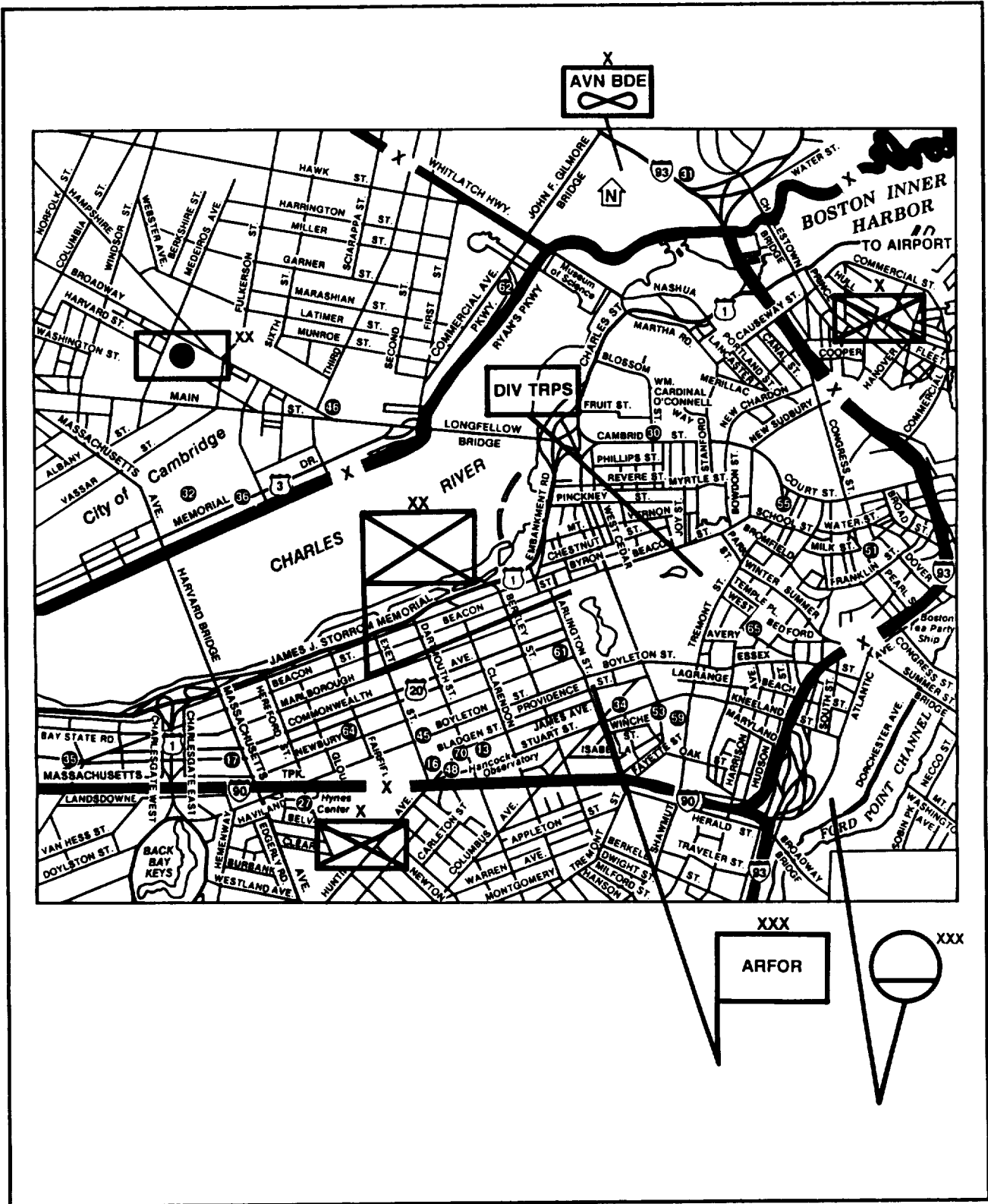


Figure 6-5. Area of operations

and wire tent cities in accordance with their contingency plans.

Additional military engineers (beyond the divisional organic light engineers) become involved with the division's disaster-relief operations as individuals, teams, or complete units. Individuals provide technical assistance to civil authorities in the areas of damage assessment and engineer work estimation. Teams provide specialized support such as well drilling, power supply and distribution, or utilities repair or reconstruction. Units with personnel and vehicles that perform general tasks are directed or task-organized to the division to support it in the earthquake-relief mission. Specific disaster-relief missions that engineers (division and EAD) accomplish are:

- Support for search and rescue operations.
- Clearance of rubbled areas.
- Demolishing of unsafe structures.
- Opening of roadways for emergency and medical traffic.
- Restoration of critical facilities, services, and utilities.
- Construction of roads.
- Provision and distribution of water facilities.
- Provision of sanitation facilities.
- Construction of camps for displaced persons.
- Provision of emergency topographic engineering support.
- Engineer environmental studies.

Logistics

The DFCP deploys early and coordinates all initial aspects of logistics, to include contracting. The DFCP also ensures that sufficient fixed facilities and hard-stand storage areas and reefer vans are available to store and stage relief supplies. Logistics support of this operation is divided into two parts—support of the disaster relief effort and internal support of the ARFOR.

DISCOM establishes a logistics support base (wholesale distribution) into which all supplies initially flow. Supplies are then pushed to life

support centers (LSCs) according to priorities of resupply established according to population by FE MA. Priority or resupply is class I (MREs, T-rations), class IV, ice, and portable toilets. Strict accountability is maintained on all donated relief items.

Health Service Support

Prior to deployment, medical units develop contingency plans based on the initial HSS estimate. The division surgeon sends a liaison to the JTF surgeon to coordinate FEMA-directed requirements. HSS units establish aid stations to—

- Provide care for soldiers.
- Provide direct support to earthquake victims.
- Provide expertise and organizational support to FEMA's ESF 8 (coordinated federal response to support the civilian health care infrastructure). Such services include preventive medicine, public health, veterinary, dental, pharmacy (medical supply), evacuation, and treatment.

Preventive medicine personnel focus on educating victims on proper field sanitation procedures and insect, rodent, and animal control. Division medics provide Echelon I and II care to earthquake victims.

MP Operations

Military police efforts focus on traffic control, protection of ARFOR soldiers, physical security, and liaison with law enforcement agencies (LEAs) in the AO. Prior to deploying, the provost marshal plans for MP liaisons with all LEAs in the AO. The PM, through the contracting office, attempts to obtain commercial radios compatible with the LEA equipment.

MP liaisons ensure LEA officials are aware of *posse comitatus* limitations on the use of MPs. An SJA officer is attached to the MPs to screen LEA requests for MP support.

Public Affairs Officer

The PAO works closely with the JTF PAO who assists in coordinating interagency information, usually through a joint information committee (JIC). This committee provides a centralized clearing house for public information and synchronizes the flow of vital information

down to the division PAO. The PAO collocates with city officials to ensure the military story is disseminated.

POSTCONFLICT OPERATIONS

Infantry divisions may be required to transition from combat operations to postconflict operations. These operations focus on restoring order and minimizing confusion following the operation, reestablishing the HN infrastructure, and preparing forces for redeployment. Under the guidance of the Department of State and the JTF. Army forces may be directed to help reinforce or reestablish formal institutions eliminated during combat operations and ameliorate negative postcombat population attitudes toward the United States.

Many tasks that are not usually done by Army forces may become their responsibility until HN or USG agencies reestablish presence. These operations increasingly become inter-agency in nature as the ambassador and country team resume a larger role. The objective of these activities is not only to return to an environment of peace as expeditiously as possible, but also to increase the probability of sustained peace.

The division focuses on consolidation, reorganization, and similar operations during the initial stages of postconflict operations. During this time, units provide care to the wounded, consolidate and repair equipment and facilities, process prisoners of war, and reposition and prepare units for future operations. Normally, the theater commander will implement specific CONPLANS and OPLANS that address postconflict operations.

The division may simultaneously conduct peacetime activities and search and attack missions (that is, mop-up of enemy resistance and search for caches). The priority of effort is always to bring combat operations to a satisfactory conclusion. As hostilities terminate, the division prepares to task organize and direct its efforts toward peacetime activities. When the light division is involved in these peacetime activities, significant M/S requirements are common. Based on the division's METT-T analysis, the light division will normally require EAD engineer augmentation to support its operations and augment the capabilities of its organic engineers.

The division headquarters may be designated as the ARFOR during postconflict activities. The division, through the combatant command, establishes liaison with the other services, the theater special operations command (SOC), the country team, and, in many cases, HN officials.

The G5 begins to coordinate CA operations within the division AO. The division tasks available CA units—

ŽTo identify available local resources, facilities, and support.

- To assist the commander in meeting legal and moral obligations to the local populace (by temporarily providing support of goods and services through the HN agencies to the local populace).

ŽTo serve as liaison with other USG agencies and the host nation.

- To assist the G2 in assessing the current threat.

ŽTo act as the staff focal point for cultural considerations.

ŽTo conduct a needs assessment of the local population.

ŽAt the request of the host nation, to establish a temporary civil administration to maintain law and order and to provide life-sustaining services until the host nation can resume normal operations.

The G5 coordinates PSYOP units OPCON or attached to the division. Generally, PSYOP missions aim to build favorable attitudes toward the United States among HN populace and acceptance of the HN government. PSYOP units conduct psychological assessments, counter-propaganda, printing, loudspeaker operations, audiovisual operations, and PSYOP planning and product development. The division PAO coordinates and approves release of all public information, including PSYOP products.

Infantry brigades not involved in combat operations may be tasked by the division—

ŽTo assist in the performance of law and order functions in urban areas.

- To provide force protection.

- To establish contact with rural, isolated populace.

- To assist SOF forces to stabilize rural areas of dissent.

ŽTo implement “money for arms” programs to disarm the population.

- To respond to threats to the host nation government at the request of the host nation and the country team.

- To train HN self-defense forces.

ŽTo assist in reconstruction of urban areas.

ŽTo provide humanitarian assistance.

The DISCOM and the divisional units play a vital role in postconflict operations. The engineer battalion may be tasked to provide limited vertical and horizontal engineering construction and maintenance support to the host nation and support mine clearing operations. Medical companies in the MSB and FSBs may be tasked to provide medical treatment to the local populace as well as limited preventive medicine educational programs. The MP company may provide support by conducting joint patrols, maintaining order, and evaluating host law enforcement operations. Detailed ROE for MP activities is essential. (Handling of detainees is a big issue.) The Foreign Assistance Act of 1961 forbids the military from training police. However, MPs are assigned as liaison with HN police and Department of Justice personnel to train police. The aviation brigade is tasked to provide aerial resupply, air movement of personnel and equipment, and C² aircraft.

During the period of postconflict operations, the division staff may be required to simultaneously plan and execute multiple operations. These include:

- Combat operations.
- Peacetime activities.
- ARFOR missions and tasks.
- Redeployment of the division.

The division may focus its C² assets to an operation. For example, the assault CP commands and controls combat operations; the main CP plans for redeployment and monitors the combat operation and ARFOR tasks; and the rear CP and DISCOM support combat operations and command and control peacetime activities.

CONFLICT

The Army’s role in conflict is to gain control of a crisis situation and restore peace. This type of action is difficult since it involves the measured application of sufficient force to re-establish an environment of peace. In most cases, the division is committed to short-duration combat operations with limited objectives. Although combat operations under these circumstances are normally short and limited, the division is likely to become involved in extensive postconflict operations. Because of its strategic mobility, the infantry division plays a major role as part of a JTF in conducting operations in this type of environment.

Operational Planning

Most of the considerations previously discussed in peacetime activities also apply in conflict. In the conflict environment, the division proceeds through the eight stages of force projection:

- Mobilization (as needed).
- ŽPredeployment activity.
- Deployment.
- ŽEntry operations.
- ŽOperations.
- Postconflict operations.
- ŽRedeployment and reconstitution.
- ŽDemobilization (as needed).

Predeployment and crisis action is a critical phase because success during other phases predicates on successful planning during predeployment. During this phase, the division tailors and task organizes forces and refines operational plans for subsequent phases of the operation.

Planning and preparing for strategic deployment in the compressed time frame of a crisis is demanding. The division provides to corps critical information on the size of the force deploying, and the lift required to deploy it.

While corps planners conduct X-Hour execution planning, the division’s state of readiness is increased. Division forces are alerted and begin preliminary measures to deploy. Corps announces

N-Hour (execution notification) and the division begins a sequence of events ending with the lead elements of the force deploying to the objective area. The following example briefly describes the division's major activities in an N-Hour sequence. (See Figure 6-6.)

<i>Time</i>	<i>Unit Activity</i>
N-hour	<ul style="list-style-type: none"> • Receive alert notification. • Activate division emergency operations center (EOC). • Alert division ready brigade (DRB) and outload units.
N + 2	<ul style="list-style-type: none"> • Division ready force (DRF#1) (first battalion alerted) 100% assembled. • N + 2 situation and mission brief at division. • DRB and DRF planning commences.
N + 3	<ul style="list-style-type: none"> • Assembly reports from units.
N + 3:30	<ul style="list-style-type: none"> • Division outload support meeting. • Minimum mission essential equipment redistributed.
N + 9	<ul style="list-style-type: none"> • Division EOC receives unit status reports.
N + 10	<ul style="list-style-type: none"> • DRF#1 moves to airfield.
N + 18	<ul style="list-style-type: none"> • DRF#1 wheels up.

Figure 6-6. Division activity in conflict

The division applies tactics and techniques described in this manual according to METT-T-P. The division may provide forces to conduct combat operations or to support or reinforce a SOF mission.

Once alerted for a possible mission, the division staff coordinates planning efforts with key participating commands. This includes the Army service component command, the combatant command or JTF, and the regional SOC.

Theater campaign and operation plans are the starting point in the division's tactical decision-making process and development of subsequent division OPLANs. Theater plans should provide—

- Intelligence estimate.

ŽCINC's intent.

ŽKey objectives.

- Rules of engagement.

ŽSustainment concept.

ŽDeception plan.

- PSYOP and CA employment.

- Joint fires.

- C³ structure.

ŽNEO requirements.

Division OPLANs are normally in five phases:

- Phase I. Insertion into the objective area and linkup with SOF.

- Phase II. Isolation of the objective area from enemy support or reinforcement.

- Phase III. A synchronized, violent, and surprise attack.

ŽPhase IV. Consolidation and stabilization (in some cases, relief in place).

- Phase V. Redeployment.

Detailed coordination is required between the division, corps or JTF, regional SOC, and SOF direct action force (such as ranger regiment) in operations requiring division forces to support or reinforce SOF. Because many missions in this environment are time-sensitive and require detailed planning and precise execution, the division includes subordinate headquarters directly involved with the SOF mission in the planning process. Specific division and SOF areas of planning include—

ŽIPB.

- SOF scheme of maneuver.

ŽLinkup.

ŽFire support.

- Command and control.

- Communications.

- Relief in place.

- A²C².

- Ground and air transportation.

ŽNEO.

- Health service support.
- EPW handling.
- PSYOP.
- Logistics.

The assault CP deploys early into the operation to synchronize division assets. The primary functions of the assault CP are to coordinate fires and phase in forces. The assault CP establishes communication and liaison with corps or JTF headquarters, SOF C² elements such as the JSOTF, regional SOC headquarters, and the SOF direct action force headquarters (ranger regiment and Special Forces (SF) group). Chapter 2 provides a detailed description of assault CP operations.

Once the SOF operation is completed, the assault CP then transitions from supporting the SOF mission to conventional command and control of the operation. The assault CP plans to assist the extraction of SOF forces by providing FS, security, and transportation of SOF. The division conducts a relief in place and assumes responsibility for SOF areas of operation. The division continues contingency planning to support future SOF operations.

The factors of METT-T-P drive tailoring of forces and task organization. The airborne and air assault divisions normally task organize the lead elements of the crisis response force for forcible entry. (See lodgment discussion, page 6-28.) A light division is normally the follow-on division. Divisions are organized into assault, follow-on, and rear echelons.

Assault Echelon

The assault echelon of the airborne and air assault divisions comprises those forces required to seize assault objectives and the initial airhead. While the primary mission of an assault force is to seize assault objectives, it must also be task-organized to assist the follow-on force and its transition to combat operations. As the follow-on division, the ID(L) may task organize its initial air-land sorties as an assault echelon to reinforce and expand the airhead or as the first forces to conduct subsequent combat operations.

Follow-on Echelon

The follow-on echelon enters the objective area as soon as practical by air, by surface

movement, or by a combination of the two. Its mission is to conduct subsequent combat operations. The following conditions require an infantry division to have a follow-on echelon:

- Shortage of aircraft.
- Equipment which must be air-landed.
- The factors of METT-T-P.

Rear Echelon

The rear echelon includes support and administrative units not essential for initial combat operations. Rear echelon units are brought in when the division remains committed for a prolonged period.

Types of Operations

This section discusses five operations conducted during conflict. They include:

- ŽShows of force.
- ŽAttacks and raids.
- Counter guerrilla operations.
- ŽBase defenses.
- ŽLodgement.

Shows of Force

Shows of force are missions carried out to demonstrate US resolve in which US forces deploy to defuse situations detrimental to US interests or national objectives. Shows of force may be used to lend credibility to national commitments, increase regional influence, and demonstrate resolve. Operation GOLDEN PHEASANT in 1988 is an example of a show of force. During this operation, a force consisting of elements of the 7th Infantry Division (Light) and the 82d Airborne Division deployed into Honduras to demonstrate US resolve against Nicaraguan border incursions. Infantry divisions can be used as a show of force either in response to certain threats or as a routine exercise.

As with other contingency operations discussed in this chapter, the political nature of the operation prevails. Since the object is not the use of force, legal and political constraints apply. As with peacetime operations, detailed planning with the regional Army service component command, the combatant command and SOC, and the country team is essential.

Forward deployment and basing of division forces is vital to a show of force. The division deploys its forces using the crisis response process and plans to establish required intermediate and forward operating bases to introduce and sustain forces.

In the show of force, the division plans for combined and joint training exercises and the transition to combat operations. As with other contingency operations, the division plan must support regional campaign and operation plans. The division plans training that supports its METL and facilitates its transition to combat operations. This requires—

- Coordinating in detail with other services and the host nation. (See Peacetime Activities, page 6-2.)

ŽDeveloping a training plan.

- Selecting ranges and training areas located in or near the terrain where combat operations may occur.

- Maintaining and positioning the basic load of ammunition.

ŽPlanning a deception.

- Conducting masked rehearsals.

- Positioning division CPs.

- Planning fire support.

ŽPositioning aircraft.

- Establishing reconnaissance and surveillance sites.

ŽEnsuring force protection.

Show of force provides an excellent opportunity to rehearse operations. However, highly classified OPLANs may prevent standard troop leading procedures (such as, company, platoon, and squad orders) to take place. The use of live-fire range scenarios similar to the scheme of maneuver of a specific OPLAN ensures OPSEC and prepares units. Units rehearse maneuver and actions at the objective as they would be executing the OPLAN. Another technique is the use of battle books. Battle books are basically OPORDs developed by higher headquarters (which have sufficient staff officers with security clearances). For example, brigades develop and store battalion

OPORDs (battle books) and then release them at the appropriate time.

Both techniques were used to prepare soldiers of the 193d Infantry Brigade (Light) weeks prior to Operation JUST CAUSE in 1989. Since the OPLANs to attack specific Panamanian Defense Forces (PDF) objectives were classified top secret, the majority of the leadership below battalion level could not access the OPLANs and conduct appropriate troop leading procedures. The brigade then developed battle books for each echelon down to squad level. The brigade focused its training toward live-fire exercises designed to simulate conditions that the force would face executing the OPLAN.

Attacks and Raids

The division may conduct limited attacks to create situations that facilitate seizing and maintaining political and military initiative. Usually, the division conducts attacks to achieve specific objectives other than gaining or holding terrain. The fundamentals of attacks are discussed in Chapter 3.

Attacks in this environment are characterized by a measured use of combat power and strict ROE. Attacks are normally used to damage or destroy HVTs. Successful attacks are characterized by—

- A start time and location not known by the enemy.

- Covert planning, rehearsal, and deployment.

ŽSwift, violent, and precise actions that focus full combat power at the decisive time and place.

- Use of all available combat power assets.

- Detailed coordination with friendly in-country forces and SOF.

Counter guerrilla Operations

Special operations forces are well suited to conduct counter guerrilla operations. Infantry divisions may be required to conduct counter guerrilla operations as part of the internal defense and development (IDAD) program geared to counter insurgencies.

Normally, division forces will not be committed until guerrillas begin to mass forces and

challenge government forces openly. The division defeats guerrilla forces by such tactics as—

- Search and attack.
 - Reconnaissance in force.
- Ž Deliberate attack.

Ž Military operations on urbanized terrain (MOUT).

Base Defenses

The division defends support bases, airfields, DSAs, FS resources, and other temporary or semi-permanent bases. Base defense is established to provide all-around security for the base with available forces. It is characterized by detailed planning and centralized control. Normally, base defense operations are executed under the command and control of the rear CP. The rear CP has OPCON of all forces assigned for base defense. Each base commander is responsible for its local defense.

Lodgment

The division may be directed to establish a lodgment in the JTF AOR. A lodgment is an airhead or a beachhead in a hostile or threatened area which, when secured, permits the delivery of forces and supplies and provides maneuver space for operations.

There are basically two types of lodgment operations, forcible and unopposed entry. Normally, airborne, air assault, and SOF forces are used to conduct forcible entry operations. Light infantry divisions normally conduct unopposed lodgment operations.

In both cases, Army forces are normally directed to secure areas which may include an airfield to facilitate the buildup of forces within the lodgment. Marine forces are normally charged with establishing beachhead lodgments during contingency operations.

It is essential for forces involved in forcible entry operations to strike hard and finish rapidly. Operational security prior to deployment is critical. The ground tactical plan for any assault operation has seven essential elements developed in the following sequence:

- Ž Determine airhead line.

Ž Select assault objectives.

Ž Determine placement of reconnaissance and surveillance forces.

- Establish boundaries.

Ž Task organize for the assault and facilitate introduction of follow-on forces.

- Maintain a reserve.

Fire support assets (specifically, air and attack helicopters) are used to prevent the enemy from massing and reacting to the assault. Surprise is critical to ensure rapid seizure of the airfield and establishment of a secure lodgment.

The scenario that follows discusses phases of deployment and initial combat, force buildup, and combat operations of contingency operations for the establishment of a lodgment.

Conflict Scenario

Vital US interests and US citizens have been threatened by a coup in a country with which the United States has diplomatic relations. The NCA has been unable to establish an agreeable solution to the problem through diplomatic means and deems the use of military forces necessary to protect US vital interests and citizens. The NCA has directed the JCS to issue an executive order to the responsible regional CINC to execute the appropriate contingency OPLAN. The CINC, in turn, notifies forces allocated under the OPLAN for contingency operations in theater. Under the OPLAN, one corps with two divisions has been allocated. The corps is to function as both JTF headquarters and ARFOR for the operation. The corps has alerted its respective divisions. Divisions have invoked N-Hour sequences.

Conceptually, the corps' airborne division has been directed to conduct operations to seize an airfield and establish a lodgment. The corps' light infantry division is designated as the follow-on division with the mission to conduct subsequent operations, as required.

During the crisis action and predeployment phase, corps and division air assets are airlifted to an intermediate staging base (ISB) in a friendly neighboring nation and are prepared for combat. Aviation assets are prepared to insert into the objective area at H-Hour, D-Day.

The principal focus of this operation is to secure a lodgment and build up combat power as quickly as possible, rapidly expand the lodgment, conduct operations to protect vital US interests, and, if necessary, conduct NEO of US citizens and other designated friendly personnel.

Threat forces are infantry battalions equipped with some light armored vehicles. These forces are expected to defend the international airport, port facilities, other smaller airfields, command and control sites, and unit garrison areas.

The corps commander's intent calls for simultaneous attack on all objectives, night operations, and swift entry. Additionally, collateral damage will be kept at a minimum. The corps essential tasks include—

• Seizure of the international airfield and establishment of a lodgment.

• Closure of the remainder of the airborne division and the ID(L).

• Expansion of the lodgment.

• Conduct of link-up operations between airborne forces and SOF and the ID(L).

• Expansion of the security area out to the range of threat organic indirect fire weapons to protect airfield operations.

• Conduct of offensive operations to destroy, delay, or disrupt enemy forces threatening the lodgment.

• Conduct of NEO, as required.

In this example, the division plans to conduct airborne operations initially with a one-brigade task force designated as the main effort. Following seizure of the airfield, a second brigade air-drops into quickly build up forces in the lodgment area. The plan assumes sufficient airframes are available. Figure 6-7 shows the division plan.

The 1st and 2d brigades conduct a night parachute assault into two DZs in the objective area. The 1st brigade assigns assault objectives (including the airfield facilities) to each of its battalions. As the 2d brigade arrives in the airhead, the airhead line is expanded and adjusted to accommodate the supporting brigade

effort. Attack helicopters from the aviation brigades and cavalry squadron self-deploy from the ISB to support airhead operations. The FARPs are initially established using corps aviation assets until air-land operations commence.

Tactical surprise and detailed planning enable units to seize assault objectives and establish the airhead before the enemy reacts in force. Subordinate unit missions are changed as required by the enemy defense. When initial assault objectives are secured, units expand the airhead.

On assembly, assault forces seize their objectives and clear assigned sectors. As assault objectives are seized, efforts of the assault force are directed toward consolidating the airhead along the airhead line. Defensive positions are organized, communications established, reserves reconstituted, and other measures taken to prepare the force to repel enemy counterattacks. Blocking positions are established to deny access to and from the airfield. The cavalry squadron and aviation brigade screen the airhead line against enemy movements.

The division establishes a perimeter defense along the airhead line. The airhead line anchors on obstacles and on the airhead itself and takes advantage of existing man-made and natural obstacles. The perimeter defense is large enough to provide airfield protection from direct fire weapons and threat anti-aircraft systems.

Once assault objectives are seized and the airhead line defended, follow-on airborne and air-land operations commence to close in the remainder of the division. The ID(L) follows the airborne division into the lodgment area and occupies assembly areas and prepares for future operations as required by the OPLAN. These may include air assault operations to expand the airhead line or to seize other critical objectives.

During the planning phase of the contingency operation, the division conducts extensive coordination and exchanges liaison officers. Shared information includes—

• Intelligence updates.

• Staging and air movement plans for the airborne and air assault operations.

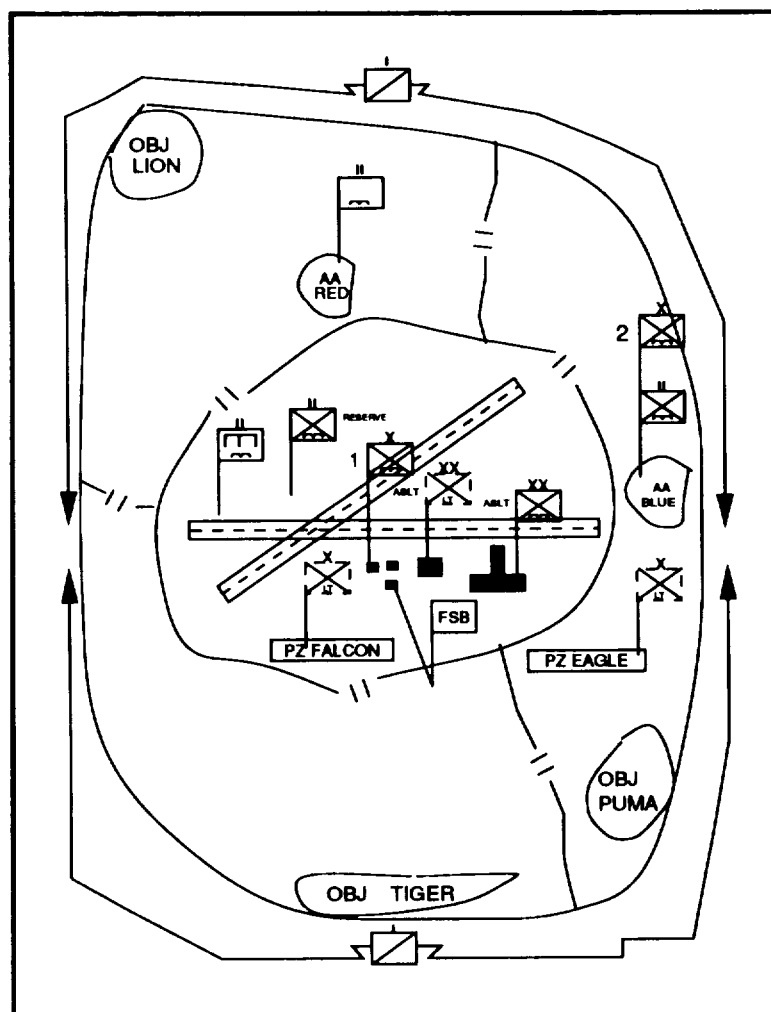


Figure 6-7. Division plan: establishment of a lodgment

- Communications.
- Fire support plans.
- Location of assembly areas.
- Location of contact points.
- Host nation support.
- Availability of water, rations, and health service support.

As assault objectives are secured, brigades begin to establish the airhead line. Patrolling is started early between adjacent defensive positions within the airhead line and between the airhead line and the forward screen line. Battle positions are oriented toward enemy avenues of approach. As the air attack battalion arrives, it

orients on the main avenues of approach and serves as a counterattack force.

Conduct of Operations

Maneuver

The airborne division assigns assault objectives, conducts a night parachute assault, and establishes the airhead line. The corps assault CP is inserted immediately following the airborne assault. The division plans a four-phase operation. The phases are—

- Phase I: Conduct parachute assault and secure assault objectives.
- Phase II: Link up with SOF forces.

ŽPhase III: Establish a perimeter defense of the airfield.

•Phase IV: Conduct NEO and facilitate introduction of follow-on forces.

Figure 6-8 shows the current airborne division task organization. Figure 6-9 shows the current follow-on division task organization.

1st Bde	2d Bde	Division Troops
Abn Inf Bn	Abn Inf Bn	Armd Bn (-)
Abn Inf Bn	Abn Inf Bn	Cav Sqdn
Abn Inf Bn	Abn Inf Bn	Engr Bn (-)
FA Bn (105T)	FA Bn (105T)	MP Co (-)
Stinger Tm	Stinger Tm	MI Bn (-)
Engr Co	Engr Co	FSB (-)
PSYOP Det	PSYOP Det	
MP Plt	MP Plt	
<i>Cbt Avn Bde (ISB)</i>	<i>DISCOM</i>	
Atk Bn	MSB (-)	
Aslt Bn		
AVIM Co (-)		

Figure 6-8. Airborne division task organization

1st Bde	2d Bde	Division Troops
Lt Inf Bn	Lt Inf Bn	Recon Sqdn
Lt Inf Bn	Lt Inf Bn	Engr Bn (-)
Lt Inf Bn	Lt Inf Bn	MP Co
FA Bn (105T)	FA Bn (105T)	MI Bn (-)
Engr Co	Engr Co	Stinger Tm
PSYOP Det	PSYOP Det	
FSB (-)	FSB (-)	
Stinger Tm	Stinger Tm	
<i>Cbt Avn Bde (-)</i>	<i>DISCOM</i>	
Atk Avn Bn (-)	MSB (-)	
Aslt Hel Co		
Aslt Hel Co		

Figure 6-9. Follow-on infantry division (light) task organization

The ID(L) conducts air-land operations into the airhead once it is secured. This is a three-phase division operation.

- Phase I: Conduct air-land operations.
- Phase II: Link up with assault forces.
- Phase III: Conduct air assault operations to secure key objectives.

During each phase of the operation, the division maintains focus on close and rear operations of the battlefield framework.

Deep Operations. The corps monitors enemy forces that could disrupt the force buildup at the airhead. These forces are targeted and engaged if they attempt to move toward the airhead. Attack is normally by USAF assets, artillery, or attack helicopters.

Close Operations. Special operations forces are inserted into the .40 prior to the airborne assault to determine enemy dispositions, ADA sites, and airfield status. These teams maintain radio contact with the airborne commander *en route* to the objective area.

Rear Operations. The division's CSS units are early in the airflow and begin air-land movement into the airhead once the perimeter defense is established. Service support is prioritized to sustain the lodgment site and support subsequent operations.

Security Operation. Security operations begin immediately after the parachute assault. The LRSUs and battalion scouts move to maintain surveillance on key avenues of approach into the airhead. As the cavalry squadron arrives, a 360-degree aerial and ground screen is normally established around the airhead. As combat power at the lodgment site increases, the division expands the security zone out past the range of enemy organic indirect fire weapons.

Reserve Operations. During the initial parachute assault, the least committed infantry battalion usually is designated as the reserve. Its primary tasks are to be prepared to assume the missions of misdelivered units and deal with unexpected opposition in seizing assault objectives.

On arrival, the armored platoon, inserted into the objective area by the low altitude parachute extraction system (LAPES), assumes the mission of the reserve. The reserve is not assigned assault objectives or a sector of the airhead to defend. The reserve may occupy blocking positions pending commitment. Primary tasks during the perimeter defense are to be prepared to block penetrations, reinforce committed units, and counterattack.

Intelligence

Prior to conducting the parachute assault, the division staff constructs a comprehensive IPB of the AOs and interest. As information becomes

available from corps, the staff updates the IPB. The division commander's PIR focus on the—

- Type, number, and location of enemy air defense, observation, and warning systems.
- Capabilities of enemy reaction forces near the objective.
- Long-range weather forecast at both staging and objective areas.

As the perimeter defense takes form, battalions develop R&S plans and submit them to their brigades. Brigades submit their plans to the division G2 to ensure the division sector is completely covered. Primary tasks for R&S actions are to detect enemy infiltration into the airhead and counterreconnaissance.

The MI battalion provides direct support to brigades with company teams. It also provides general support to the division. When available, Quickfix is used to detect enemy forces. REMBASS strings are placed along likely routes into the airhead and covered by active patrolling. Voice intercept assets are used to detect enemy units. GSR assets are positioned to detect infiltration of the airhead line.

In this type of operation, areas of operations and interest may be constrained. This may complicate LRSD operations. The division G2 plans and coordinates LRSD employment and the G3 executes the plan. Selection of NAIs and TAIs determines actual positioning. However, careful coordination must be made with corps and JSOTF to ensure no duplication of effort and to avoid fratricide. The G3 coordinates the RFAs over each LRSD location with the SOC cell.

Fire Support

Fire support in this example assumes a forcible entry operation in a nonpermissive environment. In a semipermissive environment, ROE for fire support may be restrictive and limited to a response in kind. Fire support for the airborne assault is provided by Air Force CAS and Army attack helicopters. Normally, very restrictive ROE will require precision fires to support contingency operations. In this example, fire support by USAF AC-130s and CAS using precision munitions and AH-64 attack helicopters concentrate on isolating objective areas and neutralizing enemy forces on assault objectives. Care is taken

not to damage the airfield or its facilities. Artillery and mortars provide fire support following the parachute assault.

In this example, the FS plan provides one DS artillery battalion to each maneuver brigade. Synchronization between maneuvering battalions and fires occurs as artillery moves with maneuver forces and quickly responds to eliminate pockets of resistance in sectors. AC-130s provide on-call precision fires on enemy locations. The AC-130s also provide a night reconnaissance capability, providing real-time information on enemy locations to assault forces. FSE personnel may be on board to facilitate synchronization of fires.

An AN/TPQ-36 mortar-locating radar is placed DS to each FA battalion and oriented toward templated suspected enemy mortar positions. Batteries are prepared to provide indirect fires on massed enemy targets detected by reconnaissance and radar. The AN/TPQ-36 cannot be air-dropped and must be air-landed during deployments.

Mobility and Survivability

Engineers and runway repair and maintenance packages are inserted early during the parachute assault. Following the airborne assault, engineers begin to clear runways, ramps, and airfield facilities. Light engineer teams begin to immediately breach and clear lanes of enemy obstacles. Once completed, these teams begin to emplace protective obstacles on highspeed avenues of approach into the airhead. Heavy equipment (bulldozers) are inserted by LAPES to clear obstacles off runways.

Once runways are cleared of obstacles and capable of receiving follow-in aircraft, priority of engineer effort shifts to countermobility and then survivability. The major threats to the airhead are surviving remnants of any enemy armor companies, indirect fires, and infiltrating enemy. Engineer units also assist in building fortifications for CPS and CSS assets. Class IV is delivered by CDS to fortify battle positions.

Air Defense Artillery

Under all but the most unusual circumstances, air superiority along the route to and at

the objective area will have been established. However, normal task organization to provide air defense to the airhead will be implemented. During the initial stages this will normally be only Stinger teams. Vulcans (being replaced by Avengers) may be either air-dropped or air-landed into the objective area.

Combat Service Support

The division plans for airdrop resupply by CDS. Priority of resupply is class V, class IV, class VIII, and class I. Materiel handling equipment is brought in early to facilitate rapid unloading and movement of cargo once air-land operations commence. Medical evacuation sites and forward stock sites are established on the airfield. Casualty evacuation from the airhead will be by C-130. Distribution to supported units is accomplished by a combination of supply point distribution and aerial resupply via CDS and or LAPES.

During the early stages of force buildup, maintenance support will rely primarily on component repair, battle damage repair, and cannibalization of combat damaged equipment. As the operation progresses, the level of support will increase with the complete deployment of the division and introduction of corps assets.

NBC Operations

The airborne division chemical company will not normally be involved in the parachute assault unless the IPB indicates the threat possesses a chemical capability.

Command and Control

The airborne division assault CP is in the initial parachute assault and locates generally in the center of the airhead to synchronize air and ground operations, as required, and to request and allocate corps assets. It fights the close fight, synchronizes the flow of follow-on units into the AO, phases them into the fight, and begins the initial planning for future operations. It is the C² link between division forces on the ground, in the air, and at home station, and the corps (JTF) headquarters. The assault CP controls the arrival of division units as they close in on the airhead. The assault CP hands off rear area responsibilities to the rear CP on their arrival.

The assault CP is responsible for determining when the airhead is secured and prepared for the arrival of the follow-on ID(L). Another assault CP task is airspace management in the objective area. Especially critical is controlling the arrival of helicopters from the ISB and their employment in and around the airhead. The airborne division assault CP may be required to plan and coordinate the staging plan for the ID(L) air assault operations.

The assault CP ensures brigades are not distracted from their primary tasks. Brigade assault CPs command and control attacks on assault objectives. The focus of brigade commanders is to secure assault objectives and establish the airhead line as quickly as possible.

The initial assault stresses the coordinated action of small units to seize initial objectives before the advantage of surprise is lost. As assault objectives are seized, efforts of the assault force are directed toward consolidating the airhead. The division commander influences the battle by shifting or allocating fire support, moving forces, modifying missions, changing objectives and boundaries, employing reserves, and moving to a place from which to exercise personal influence.

The follow-on ID(L) assault CP will normally arrive with the first sorties of the division. The assault CP is established near the airborne division assault CP. Because of the proximity of forces, detailed coordination between divisions is essential.

MP Operations

During the initial assault, MF units secure EPWs taken by assault forces. Following the airborne assault, the MP company (-) secures the logistics area and the division assault CP and is prepared to provide battlefield circulation control and area security missions in the brigade area.

NONCOMBATANT EVACUATION OPERATIONS

Noncombatant evacuation operations relocate noncombatants in a foreign nation who are threatened by hostile action or hazardous environment. Evacuees may include US citizens, and designated HN personnel or third country aliens friendly to the United States. NEO normally

involves swift insertion of SOF and conventional forces, temporary occupation of an objective to protect evacuees followed by a rapid evacuation, and planned withdrawal of forces.

The division conducts NEOs in three types of environments:

•**Permissive NEO.** In this situation, no hostility is expected. The evacuation force performs its evacuation mission using the minimum-essential force. Defensive perimeters are established, road convoys escorted, and screening procedures implemented at both the assembly area and the evacuation site.

•**Semipremissive NEO.** In this situation, disturbances, mob violence, and small pockets of armed dissidents are expected. The evacuation force commander must plan to deal with hostile crowds and should consider using riot control agents on authority from the regional combatant command.

•**Nonpermissive NEO.** In this situation, the military objective is to get Americans and others out of danger. The evacuation force employs all required measures to protect itself and to provide security for evacuees. If the use of violence is required, it will be the minimum necessary to ensure the safe evacuation of noncombatants.

Divisions provide forces to conduct NEO. Additionally, the division may be tasked to command and control all phases of NEO. As with other contingency operations, NEO requires close coordination with SOF and other US government agencies.

Operational Planning

The two most important documents in planning for NEO are the OPLAN from the regional combatant command or Army service component command and the embassy evacuation plan (EEP). Under most circumstances, a JTF commander has supervisory responsibility for the entire operation with the evacuation ground force commander working for him. The OPLAN specifies the command relationship between the evacuation ground force commander and the ambassadors of countries involved in the operation. The OPLAN includes—

- Designation of an ISB
- Evacuation sites.

- The safe haven location.
- The embassy evacuation plan.

An ISB may serve as a refueling point or staging area where a NEO force waits for approval to enter a host nation. Normally, the ISB is under the direction of the rear CP. The JTF headquarters decides whether or not an ISB is necessary. Considerations for selection of an ISB are—

- Flight time from home base and to the NEO site.
- Host nation accessibility.
- The ISB's isolation and defendability.
- The capacity and location of available airstrips, ports, and other transportation facilities.
- Communications.
- Its use as a safe haven.

Evacuation Ground Force

The division task organizes an evacuation ground force into a C² element, marshaling force, security force, administrative element, and logistics element. The factors of METT-T-P determine the size of this force. Normally, this force is a brigade task force under the direction of the assault CP.

Command and Control Element. The assault CP normally is deployed to direct the operation and conduct liaison with the embassy staff, JTF, SOF, and host nation. The task force commander normally commands and controls the marshaling and security forces.

Marshaling Force. The primary functions of the marshaling forces include the securing of designated assembly areas, initial screening and identification of evacuees, collection of evacuees and movement to assembly areas, and escort of evacuees to the evacuation site.

Security Force. The two primary missions of the security force are evacuation site security and reaction force response to emergency situations.

Administrative Element. The administrative element is responsible for the operation of the evacuation site processing center. The DISCOM headquarters directs this effort.

Logistics Element. Logistics support for the evacuation ground force is provided by the FSB which tailors LOGPACs according to METT-T. This is usually limited to minimum-essential support and consists of a service and transportation unit, a HSS unit, and a maintenance unit. In most cases, the FSB is established in the ISB. Whether supplies to support evacuees come from the division or the Department of State determines the size of the logistics support package.

Safe Haven Force

This force controls and operates the safe haven. The safe haven force goes directly to the safe haven. Elements of the rear CP direct this force which comprises primarily CSS operations. It consists of five elements: C², reception, processing, comfort, and departure.

Advance Party

The actions of the advance party are key to successful NEO. The situation may allow the evacuation ground force commander to send an advance party into the country prior to the arrival of the main body. If the situation prohibits an advance party, then one of the first elements in the main body to land must immediately assume the advance party mission. The responsibilities of the advance party personnel include:

- Confirming the US embassy evacuation plan.

• Determining actual numbers of personnel, equipment, and material to be evacuated.

• Verifying identification of evacuees, their location, emergency medical concerns, and any special US embassy requirements.

• Locating PZs, assembly areas, and evacuation site.

• Designating evacuation routes and alternate routes.

- Checking suitability of the evacuation site.

- Updating intelligence estimates.

Acquiring additional maps, photos, and city plans, as needed.

• Confirming transportation support to move evacuees.

- Conducting an area reconnaissance.

- Identifying special communications requirements.

- Determining HN support availability.

- Establishing funding authority and POCs for HN support.

- Establishing how the US embassy will handle the news media.

- Briefing the ambassador and selected US embassy staff on the concept of military operations.

The advance party coordinates with the US embassy on the location of the evacuation site and on its preparation for the arrival of the evacuation ground force. Some selection criteria for the evacuation site are its—

- Proximity to airstrips, LZs, or sea extraction points.

- Distance from population centers.

- Tactical and commercial communications capabilities.

- Provision of sufficient shelter for evacuees and US forces.

- Sustainability.

- Dependability.

Staff Planning Responsibilities

The *assistant chief of staff, G1*, coordinates with the evacuation ground forces S1 and division G3 to determine G1/AG support requirements. He—

- Prepares G1 portion of the staff estimate.

- Arranges the evacuation site.

- Establishes the processing center in the evacuation site.

- Prepares identification and evacuation log forms.

- Determines priorities for the evacuation based on guidance he receives from the Department of State.

- Briefs evacuees on evacuation procedures.

- Obtains or develops a health-risk analysis of the NEO area of operations.

- Briefs force on status of third country noncombatants seeking evacuation or refuge.

- Establishes provisions for handling women, infants, children, disabled, sick, and injured.

- Obtains and disseminates updated lists of evacuees.

- Establishes provisions for handling VIPs.

The *ACofS, G2*, defines essential elements of information; identifies official Department of State personnel, other Americans, and foreign nationals to evacuate; and identifies special needs of the evacuees. He also—

- Prepares G2 portion of staff estimate.

- Procures and distributes imagery, maps, city plans, and embassy building plans.

- Determines EEI.

- Coordinates for counterintelligence, prisoner of war interrogation (IPW), and linguist support.

- Identifies routes to assembly areas and evacuation sites.

- Conducts IPB, including analysis of the AO and physical layout of the embassy.

- Defines the capability and reliability of HN forces.

- Provides counterintelligence support.

- Screens and debriefs the evacuees.

In coordination with the G3, the G2 also revalidates and recommends changes to the existing EEP based on the current situation and his area analysis.

The *ACofS, G3*, plans the overall NEO effort, obtains the authority to establish liaison with the US embassy at both the evacuation site and the ISB, and plans the advance party. He also—

- Procures and reviews CINC CONPLAN for NEO area of operations.

- Procures and reviews EEP.

- Prepares G3 portion of staff estimate.

- Based on METT-T, requests additional assets beyond the capability of the division (for example, armored personnel carriers).

- Clearly defines chain of command and command relationships above division level.

- Obtains or develops ROE for the operation.

- Facilitates the conduct of rehearsals.

- Selects primary and alternate objectives, assembly areas, evacuation routes, and the evacuation site.

- Determines C² arrangements, procedures, facilities, and equipment.

- Defines parameters for the use of riot control agents, based on directives from the ambassador and the CINC.

The *ACofS, G4*, prepares the G4 portion of the staff estimate. He identifies the HN logistics support available, especially materiel handling equipment, transportation, and shelter. He also—

- Obtains local purchase authority.

- Ensures contracting officer and or purchasing officer is assigned to the NEO force.

- Ensures adequate funds in local currency are available to meet local procurement requirements.

- Determines requirements for procurement of subsistence and water.

The *ACofS, G5*, determines the requirements of civil affairs units and personnel. He coordinates procurement of supply and services with the evacuation ground force procurement officer, and coordinates evacuation planning with the HN and the US Agency for International Development. He also—

- Prepares G5 portion of staff estimate.

- Advises the commander on all civil-military and PA matters.

- Determines and disseminates command guidance on the release of information.

- Coordinates evacuation planning with HN officials.

The *division surgeon* conducts medical mission analysis with the evacuation ground force

senior medical officer, and coordinates with the G2 for medical information on the evacuees. He also—

- Determines the need for veterinary personnel, based on source of subsistence.

- ŽIdentifies and prepares for any special medical problems among evacuees.

- ŽCoordinates with HN medical facilities for assistance.

- ŽIdentifies from Department of Staff sources unauthorized drugs that evacuees may have.

- Ensures adequate HSS is available to support the force and evacuees.

- Identifies the need for preventive medicine personnel based on diseases among NEO population.

The *SJA* provides advice on international law issues, including—

- Political asylum.

- Foreign claims.

- ŽContract and fiscal law matters.

He serves as an escort and liaison, where appropriate, for members of the International Committee of the Red Cross in country. The *SJA* also maintains close and continuous coordination with the G5, G2, and provost marshal to ensure legal review and coordination of PSYOPS, intelligence collection, and security and maintenance of law and order among US forces and evacuees.

The *PMO* tailors MP forces to support the evacuation ground force; conducts circulation control operations; assists in processing, safeguarding, and evacuating NEO personnel; and plans traffic and crowd control procedures.

The *ADSO* determines the most effective communications with US embassy personnel, including HF frequencies and FM. He also—

- Prepares signal portion of staff estimate.

- ŽAnalyzes CEOI for joint and combined interoperability requirements.

- Develops coded execution checklists.

- Ensures that communications redundancy is achieved for each net.

- Obtains telephone listings for all persons and activities that may be needed during the operation (wardens, embassy, police, military).

The *PAO* determines the need for public affairs support in the AO and at the reception center, responds to all media queries based on the sensitivity of the mission and OPSEC considerations, and organizes a media pool with escort officer, if required.

The *division chaplain* determines the need for religious support for evacuees and coordinates for required religious services and pastoral care.

PEACEKEEPING OPERATIONS

Military peacekeeping operations support diplomatic efforts to achieve or maintain peace in areas of potential conflict. The UN has been the most frequent sponsor of peacekeeping operations. Historically, US Army battalion or brigade task forces have been involved in peacekeeping operations. However, divisions must be aware of the uniqueness of these types of operations. To be effective, the following conditions must be established for the peacekeeping force:

- Consent, cooperation, and support of the disputing parties.

- ŽPolitical recognition of the peacekeeping force by a portion of the international community.

- Clear rules of engagement.

- ŽSufficient freedom of movement for the force to conduct its mission.

- An effective C² system.

- ŽAn effective intelligence capability.

Peacekeeping often involves ambiguous situations requiring the peacekeeping force to deal with extreme tension and violence without becoming a participant. These operations follow diplomatic negotiations which establish the mandate for the peacekeeping force. The mandate describes the scope of the peacekeeping operations in detail. It typically determines the size and type of force each participating nation contributes. To ensure an effective peacekeeping operation, a mandate should have—

- Conditions the host nation intends to impose on the peacekeeping force.

Clear statements of the rights and immunities of individuals under jurisdiction of the international agency.

- Mission and tasks of the force.

Generally the UN categorizes its most likely operations as—

Buffer force. An interstate operation that keeps two military forces apart within a state while negotiations for an armistice are in progress. This type of operation requires patrolling and observation to detect infiltration by both parties.

Border patrol. Forces that patrol and intervene to prevent the outbreak of hostilities. These missions are directed to supervise ceasefire and the integrity of armistice lines.

Observation. Concerned with the supervision of armistice lines and truce and ceasefire agreements. The role is normally a static one based on a network of OPs. Units report any incidents which may lead to ground fighting or artillery exchanges and to monitor subsequent ground and aerial combat.

The task organization of the peacekeeping force depends on the following factors:

- The mandate.

The mission.

Type of conflict.

- Terrain.

- National acceptability by the host country.

When the peacekeeping force operates under the auspices of the United Nations, the Security Council is responsible to set size and composition parameters in cooperation of the UN staff, nations contributing troops, the force commander, and the respective host nations. Staffing of the force or mission headquarters can be effected by either using the principle of a broad geographical representation or by inviting contributing nations to share staffing responsibilities. *The design of the force is primarily responsive to factors other than normal military considerations (METT- T-P).* Additionally, UN forces have a civilian administrative staff assigned to deal with specific UN procedures.

During peacekeeping operations, it is not uncommon for the peacekeeping force to deploy on

the territory of more than one nation to perform its mission. Consequently, it will frequently find itself involved on several levels in the mediation of disputes. A peacekeeping force usually has little planning time. The tempo and outcome of diplomatic activity to effect and maintain a ceasefire is unpredictable, and negotiations to constitute and insert the peacekeeping force may be going on simultaneously. In an area of conflict, forces must be self-sufficient initially. Forces must deploy with complete communications and LOGPACs. The peacekeeping force contingency plans for unexpected combat operations and the introduction of reinforcements.

Peacekeeping force headquarters performs functions similar to those of a division headquarters. However, contingent staff members and forces do exercise certain independence of action in domestic matters which have specific national impacts. It is accepted that national contingents, while obedient to peacekeeping operational requirements, are still subject to the policy and directives issued by their own national armed forces. The planning of a peacekeeping operation is similar to that of any joint or combined operation. However, advanced planning opportunities are rare.

PEACE ENFORCEMENT OPERATIONS

Successful peacekeeping operations set the stage for future political solutions in the form of diplomacy, mediation, negotiations, or other long-term peacemaking solutions. Military success in peacekeeping operations facilitates and supports peacemaking. Peacemaking is a diplomatic process of arranging an end to disputes and resolving the issues that led to conflict. Infantry divisions conducting peacekeeping operations contribute to diplomatic efforts by creating an environment for fostering peaceful solutions. Under ideal circumstances, peacekeeping operations and peacemaking efforts are concluded to the satisfaction of the belligerent.

Circumstances may arise leading to the deterioration of peacemaking and peacekeeping efforts. Peace enforcement may be required—

- When one or more parties, originally consenting to the peacekeeping operation, withdraw their consent.

ŽTo support diplomatic efforts to restore order between hostile and unconsenting factions.

- To coerce hostile factions through the use of force, or the threat of force.
- To separate warring factions.
- To establish conditions more conducive to diplomacy and civil order.

In peace enforcement, threat of force or actual use of force is used to coerce warring factions to end the violence. Neutrality is difficult to maintain. Infantry divisions conducting peace enforcement operations are prepared at all times to apply elements of combat power to restore order, separate warring factions, and return the environment to conditions more conducive to civil order and discipline.