

APPENDIX B

EXAMPLE OF THE RECONNAISSANCE
AND SURVEILLANCE PROCESS

The objective of R&S planning is the collection of information the commander needs in order to fight and win the battle. Planning results in the coordinated efforts of all intelligence resources integrated into one collection effort.

PLANNING PROCESS

The planning process includes--

- o Determining requirements.
- o Assigning priorities.
- o Allocating the resources to satisfy each requirement.

This appendix will assist commanders and staffs in understanding the process used to develop, implement, and execute an R&S operation.

The process described in this appendix is a deliberate one which can be used when sufficient time is available. In a hasty planning process, the procedures can be modified. Most of the products described here will not be done formally; but the steps involved should still be applied mentally.

MANEUVER BRIGADE SCENARIO

The following is the scenario for a maneuver brigade in a high-intensity conflict.

COL Link Gayagas, Commander, 1st Brigade, 52d Infantry Division (Mech), had just received the divisions OPORD. Based on the division commanders concept of operations and intent, COL Gayagas knew his brigade was in for a hard time in accomplishing the mission. The brigadets mission is to conduct a supporting attack in the southern zone of the division's AO.

The brigade is to seize defensible terrain. This will allow the division to prepare for a defense and destroy a reinforcing combined arms Army soon to be committed. To support the division's main attack, the division commander wants the brigade to draw the commitment of the 41st guards motorized rifle division's (GMRD) reserve, the 35th tank regiment (TR), into the brigadets zone. The 35th TR is the only threat to any major drive by the 52d Infantry Division to the north.

While still at the division OPORD briefing, COL Gayagas took advantage of a short break to instruct the brigade S3, MAJ Booth, to call the brigade TOC and give them a warning order for the upcoming mission. MAJ Booth provided the brigade TOC with the type mission, boundaries, and the brigade's objective, as assigned by higher headquarters. This was to allow the staff to begin work on the mission, particularly the S2 who needed the additional time to develop the intelligence products to support the brigade's IPB process.

MAJ Baker, the brigade's S2, immediately began to orchestrate the intelligence system to support the upcoming mission. He directed SGT Hockins, the section intelligence analyst, to develop an MCOO of the AO; and, for initial planning purpose, to include in the MCOO the analysis of the AI extending 5 kilometers to the flanks and 10 kilometers forward of the AO. MAJ Baker also directed his assistant, CPT Roberts, to call the G2 shop or division operations and intelligence (O&I) and get as much information as possible on the enemy situation.

By the time the brigade commander returned from the division OPORD meeting, MAJ

Baker had developed a good idea of the enemy situation; and since he understood the informational requirements associated with the type mission assigned, he was ready to support the brigades decision-making process.

BRIGADE PLANNING

The brigades planning staff was assembled quickly upon the return of the commander. COL Gayagas provided all the information he had that was not published in the OPORD. He also provided the higher commander's intent and guidance, insights, and concerns, along with some available options.

COL Gayagas was particularly concerned about the brigade's ability to create a situation which would force the enemy motorized rifle division's (MRD) commander to commit his reserve into his brigade sector. He knew he had to find an enemy weakness and exploit it quickly; to do that, he needed detailed information on the enemy disposition. COL Gayagas gave MAJ Baker the PIR:

1. What is the 15th guards motorized rifle regiment (GMRR) defensive disposition?

2. Is there a weakness in the 15th GMRR defensive disposition? If so, where?

3. Where are the artillery battalions comprising the 15th GMRR regimental artillery group?

4. Will the 41st GMRD commander direct any of his gunships against 1st Brigade? If so, when?

5. Where and when will the 35th TR be committed?

6. Will the enemy employ chemical munitions against 1st Brigade? If so, when and where?

COL Gayagas provided his planning guidance, stressing his PIR. He left his second in command, LTC Larcom, to initiate the planning process and coordinate those staff actions requiring operating system integration. LTC Larcom provided each staff element with its corresponding portion of the division OPORD.

He informed the staff they had two hours to go through the mission analysis process in their respective area of responsibility and to be back at the end of those two hours to review the results of their analysis.

S2 ANALYSIS PROCESS

With the commanders PIR in hand, MAJ Baker began to develop the products needed to support the accomplishment of the mission. When MAJ Baker arrived at his 577, CPT Roberts and SGT Hockings were refining the initial situational

template. They were comparing their product to the OB holdings on the enemy unit facing 1st Brigade. MAJ Baker informed CPT Roberts he had received the division's intelligence products and commander's PIR and needed him to assist in the mission analysis process.

They both understood the higher commanders intent and knew the informational requirements associated with the offensive operation being conducted by the brigade. They completed the mission analysis process as it pertained to the intelligence system. MAJ Baker was about to leave to meet with the orders group to present the result of his analysis. He took with him the MCOO and the enemy situation template. Figure B-1 shows an MRR situation template (based on a prepared defense). He instructed CPT Roberts to start developing the brigade R&S plan.

CPT Roberts began his efforts by analyzing the commander's PIR. Using the enemy situation template, CPT Roberts took the PIR and began to associate them with indicators of enemy COAs. At the same time, he identified those PIR which could be satisfied with organic, assigned, or attached collection assets; and those PIR for which he would have to submit an RII to higher headquarters. The PIR analysis conducted by CPT Roberts reflected:

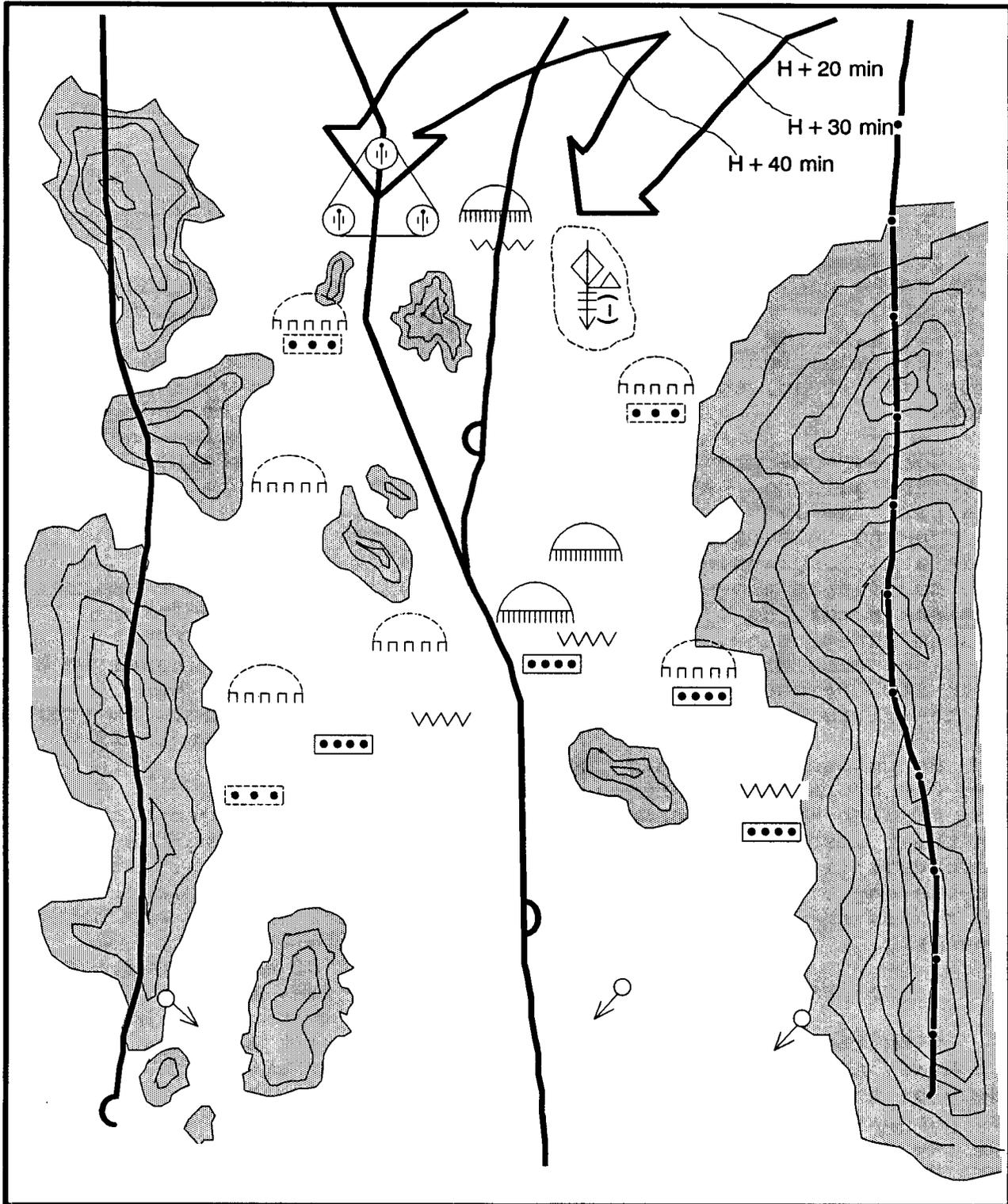


Figure B-1. MRR situation template based on a prepared defense.

PIR: What is the 15th GMRR defensive disposition?

INDICATOR:

- 3 x MRCs with a total of 8 to 10 BMP-2's, and 2 to 3 T-64B's per MRC, all in prepared fighting position or in assembly area.
- Main obstacle array from 800 meters to 1,000 meters forward of the MRC prepared fighting positions.
- 8 to 12 T-64B's in an assembly area.
- 2 to 3 BMP-2's forward 1 to 3 kilometers of main defensive position with possible protective type obstacle.
- 1 BMP-2 or BMP-1 BRDM forward and isolated from any additional forces.
- 5 to 7 BRDM-2's, mounting 5 AT-5 Spandrel AT guided missiles in assembly area, possible mine layer with 1 BTR included.

PIR: Is there a weakness in the 15th GMRR defensive disposition? If so, where?

INDICATOR:

- Distance between MRCs greater than 2,000 meters.

- No impeding type obstacle within the main AA.

- Location of tanks within MRC positions.

- No tanks with second echelon forces.

Location of MRR reserve.

PIR: Where are the artillery battalions comprising the 15th GMRR regimental artillery group? This PIR will also serve as an RII to higher headquarters and will facilitate the integration of ECM support by theIEWSE officer to support the scheme of maneuver.

INDICATOR: 3 x 5 to 8 2S1's or 2S3's on line, located off a major AA or MC.

PIR: Will the 41st GMRD commander direct any of their gunships against 1st brigade? If so, where? This PIR will serve as an RII to higher headquarters.

PIR: Where and when will the 35th TR be committed against 1st brigade? This PIR will also serve as an RII to higher headquarters for initial acquisition and tracking.

INDICATOR: 60 to 70 T-64B's moving southeast from NAI 90 to NAI 16 and NAI 18.

PIR: Will the enemy use chemical munitions against 1st brigade? If so, when? This PIR will serve as an RII to

higher headquarters for initial indication of intent to employ.

INDICATOR:

- Break off activities of enemy forces in contact.
- Enemy troops wearing protective overgarment.

DEVELOPMENT OF SITUATION TEMPLATE AND EVENT TEMPLATE

Concurrently with the development of the indicators, CPT Roberts began to identify NAI that, when defined by the indicators, would form the basis and focus of the brigade R&S efforts. CPT Roberts' event analysis process was developed to ascertain the defensive COA as it relates to the reconnaissance and security echelon and the 2d echelon motorized rifle battalion (MRB) and MRR reserve. This is outlined in the brigade SOP. The first echelon MRBs defensive COA was given to the task forces to develop, as assisted by the brigade S2's enemy situation template and event template. Figure B-2 shows an event template. Figure B-3 is a combined situation template and event template.

SPECIFIC R&S GUIDANCE

When MAJ Baker returned from the meeting he had the tentative brigade plan to accomplish the mission. He informed CPT Roberts of the brigade's scheme of maneuver and provided him additional R&S instructions based on the

commander's concept of operations. COL Gayagas wanted a good reconnaissance of Axis Speed and Axis Kill (Annex A of the OPORD); and he wanted two OPs established: one overmatching OBJECTIVE CAT and the other OBJECTIVE DOG.

MAJ Baker told CPT Roberts that since he now knew the brigadets scheme of maneuver, he had sufficient information to assign specific informational requirements to subordinates and attached units and complete the brigade R&S plan. CPT Roberts was also to develop the R&S tasking matrix, which is the tool used to disseminate R&S taskings to subordinate and attached units. He is to have the matrix ready within the hour so MAJ Baker could pass it through COL Gayagas for his approval and MAJ Booth for coordination.

The following samples are the results of the brigade's mission analysis and decision-making process to develop the R&S plan. The sample is given along with the figure number assigned to it.

- o Figure B-4. Sample warning order.
- o Figure B-5. Sample OPORD.
- o Figure B-6. Sample Annex A to OPORD 1-XX.
- o Figure B-7. Sample Annex B to OPORD 1-XX.
- o Figure B-8. A sample Appendix 3 to Annex B to OPORD 1-XX.

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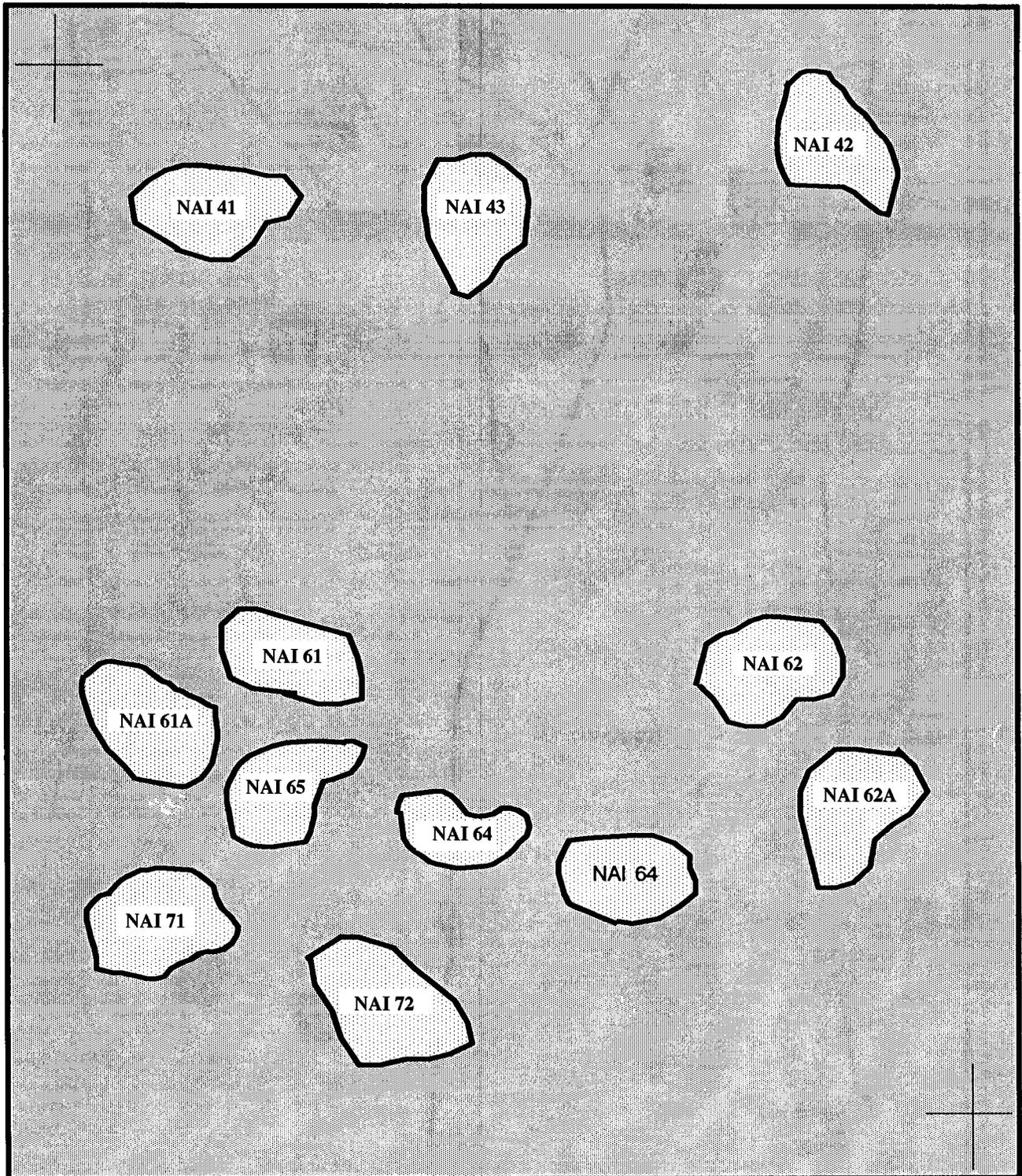


Figure B-2. Modified event template based on MRR situation template.

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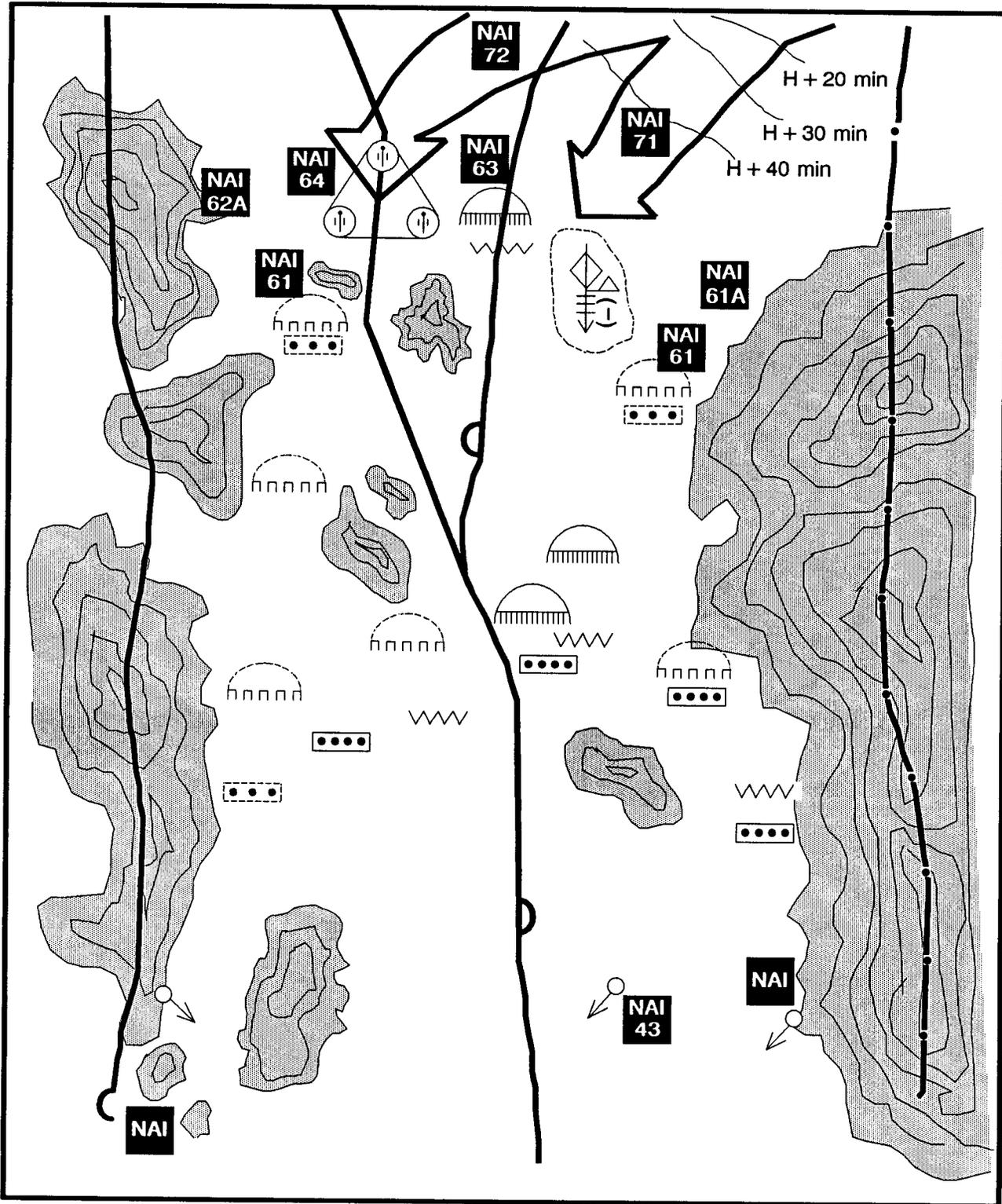


Figure B-3. Situation template and event template combined to form the foundation for the R&S plan.

WARNING ORDER

TO: Orders Group ALPHA

FROM: Commander, 1st Brigade

ZULU Time = UNIFORM + 7

SITUATION: The 41st GMRD is defending in prepared positions from AB448098 to AB362456. The 41st GMRD has not established a security zone; expect subordinate MRRs to establish combat security outposts.

ATTACHMENTS AND DETACHMENTS: Team 1/1/2/B/104th MI OPCON to TF 1-10 (Mech); Team 2/1/2/B/104th MI OPCON to TF 1-12 (Mech) effective 310500Z Aug XX.

EARLIEST TIME OF MOVE: Main body movement from assembly area will be NET 012300Z Sep XX. Order of movement will be designated at OPORD.

NATURE AND TIME OF OPERATIONS: Brigade, 52d Infantry Division (Mech) destroys enemy in zone (012245Z Sep XX) to force the commitment of the 41st GMRD reserve in 1st Brigade Zone. On order, seize OBJ Watch (AB2635) to facilitate the advance of follow-on forces. R&S activities will commence NLT 311701Z Aug XX.

TIME AND PLACE OPORD ISSUANCE: 1st Brigade OPORD will be issued at brigade TOC vicinity AB621180 at 310700Z Aug XX. Orders group ALPHA will attend.

Acknowledge.

Figure B-4. Sample warning order.

Copy ___ of ___ Copies
1st Bde, 52d ID (M)
(Location)
310700Z Aug XX

OPORD 1-XX

Reference: Omitted

Time Zone Used Throughout Order: ZULU (UNIFORM + 7).

Task Organization: Omitted

1. SITUATION.

a. Enemy Forces: Annex B (Intelligence).

b. Friendly Forces:

(1) 52d ID (Mech). Attacks to destroy the 41st GMRD and seize defensible terrain from AB255385 to AB145135 NLT 012245Z Sep XX. On order, defend in sector to destroy the 9th CAA. The Div Cdr intent is to force the commitment of the 41st GMRD reserve into 1st Brigade Zone to allow the division main effort in the north to quickly penetrate deep into the MRD sector and rapidly destroy the enemy; and allow the Div more time to prepare the defense to destroy the 9th CAA.

(2) 2d Brigade. Division main effort in the north....

(3) 3d Brigade. Follow and support 2d Brigade....

2. MISSION.

1st Brigade, 52d ID (Mech) attacks 012245Z Sep XX to seize OBJ CAT (AB4014) and OBJ DOG (AB4011) to destroy enemy in zone and force the commitment of 41st GMRD reserve into 1st Brigade Zone. On order, continue the attack west to seize OBJ WATCH (AB2635). Be prepared to conduct a hasty defense on OBJ CAT and DOG to destroy the 41st GMRD's counterattack.

3. EXECUTION.

a. Concept of Operations. Annex A of the OPORD. I see this as a multiphase operation. First, the reconnaissance phase: I want an aggressive R&S effort conducted to ascertain the disposition of the 15th GMRR. I want to find their

Figure B-5. Sample OPORD.

obstacles, to be able to take advantage of any weaknesses and avoid his strength. I need R&S assets deep to track the 41st GMRD reserve (the 35th TR, counterattack force) once it is committed in my zone. The second phase is from the LD to the objectives (CAT and DOG). TF 1-10 will be the main attack on Axis Speed; TF 1-12 will conduct the supporting attack in zone. TF 3-68 will be the Bde reserve. I want TF 1-12 to cross the LD at 012245Z Sep XX and the rest of the Bde crossing 15 minutes later. TF 1-12 will draw the 15th GMRR reserve to counterattack into its zone to facilitate TF 1-10 efforts to unhinge the enemy defense from the north quickly. We will clear enemy in zone; no enemy force platoon size or larger will be bypassed. I will interdict enemy disposition with the fire support assets then destroy them with overwhelming combat power. We cannot allow the enemy to slow our attack. The third phase will be the destruction of the 41st GMRD reserve. Once TF 1-10 and TF 1-12 seize OBJ CAT and DOG, and the 41st GMRD initiates its counterattack, TF 3-68 will pass through TF 1-10 and counterattack into the flank of the 41st GMRD reserve and destroy the enemy. The last phase is to continue the attack west to facilitate the Bde's follow-on defensive mission.

(1) Maneuver. 1st Brigade conducts this mission in four phases.

(a) Phase 1: Reconnaissance and surveillance.

(b) Phase 2: TF 1-10, initial main effort; attacks on Axis Speed at 072300Z Sep XX to seize OBJ CAT (AB4014), to destroy enemy in defensive position; occupies Attack Position #1 NLT 012200Z Sep XX; LD is PL Space. TF 3-68 follows TF 1-10 as the Bde reserve. TF 1-12 occupies Attack Position #2 NLT 012200Z Sep XX, conducts supporting attack at 012245Z Sep XX, to destroy enemy in zone and seize OBJ DOG, in an effort to force the commitment of the 15th GMRR reserve into OBJ DOG (AB4011) to support TF 1-10 attack on OBJ DOG.

(c) Phase 3: On order, TF 3-68 becomes the main effort and counterattacks on Axis Kill to destroy 41st GMRD reserve (35th TK Regt (-)); TF 1-10 supports TF 3-68 by fire, to fix enemy in engagement area RED (AB395165). TF 1-12, be prepared to support TF 3-68 and TF 1-10; on order, TF 1-12 becomes the Bde reserve.

(d) Phase 4: 1st Bde conducts a deliberate defense on OBJ WATCH NLT 022400Z Sep XX, 1st Bde defends in sector with two TFs abreast--TF 1-10 (North) and TF 1-12 (South)--and TF 3-68 in reserve.

Figure B-5. Sample OPORD (continued).

(2) Fires. See Annex-- (omitted)

(3) Obstacles, Mines, and Fortification. See Annex--Omitted

(4) IEW. I want an aggressive R&S effort. My first requirement is to have a good description of the enemy's offensive posture and find out if he is deploying any security forces forward. The S2 will coordinate and supervise the effort. The S3 will integrate my EW requirements through the IEWSE. I want EW support in locating the 41st GMRD, and 15th GMRR reserves. I want jamming support directed against the 15th GMRR artillery resource and integrated into the Bde's scheme of maneuver to support our movement onto the OBJs. Additionally, I need jamming support directed against C² nodes between the MRB in the south and the 15th GMRR. This will support their belief that my main effort will be in the south.

b. Subordinate Units Subparagraphs.

(1) Combat Arms Unit. Omitted

(2) Fire Support. Omitted

(3) Air Defense, Aviation, Engineer, MI. Omitted

(4) Reserve. Omitted

(5) Coordinating Instruction.

(a) PIR Phase 1:

1 What is the 15th GMRR defensive disposition and obstacle array?

2 What is the identification and location of the artillery battalions comprising the 15th GMRR regimental artillery group?

3 Where is the 15th GMRR reserve located?

(b) PIR Phase 2:

1 What is the identification and location of the artillery battalions comprising the 15th GMRR regimental artillery group?

Figure B-5. Sample OPORD (continued).

2 Where and when is the 15th GMRR reserve being committed?

3 Where is the 35th TR located?

4 Will the enemy employ chemical munitions against 1st Bde? If so, when?

(c) PIR Phase 3:

1 Where and when is the 35th TR being committed?

2 Will the enemy employ any of their gun ships against 1st Bde? If so, when?

3 Will the enemy employ chemical munitions against 1 Bde? If so, when?

(d) TF's R&S plans: Required at Brigade by 311400Z Sep XX.

4. SERVICE SUPPORT. Omitted

5. COMMAND AND SIGNAL. Omitted

Acknowledge.

GAYAGAS
COL

OFFICIAL

(SIGNED)
S3

Annexes: A - Operations Overlay.
B - Intelligence:
APP 1--Enemy Situation Overlay (Figure B-1).
APP 2--Event and R&S Overlay (Figure B-2).
APP 3--R&S Tasking Matrix.

Figure B-5. Sample OPORD (continued).

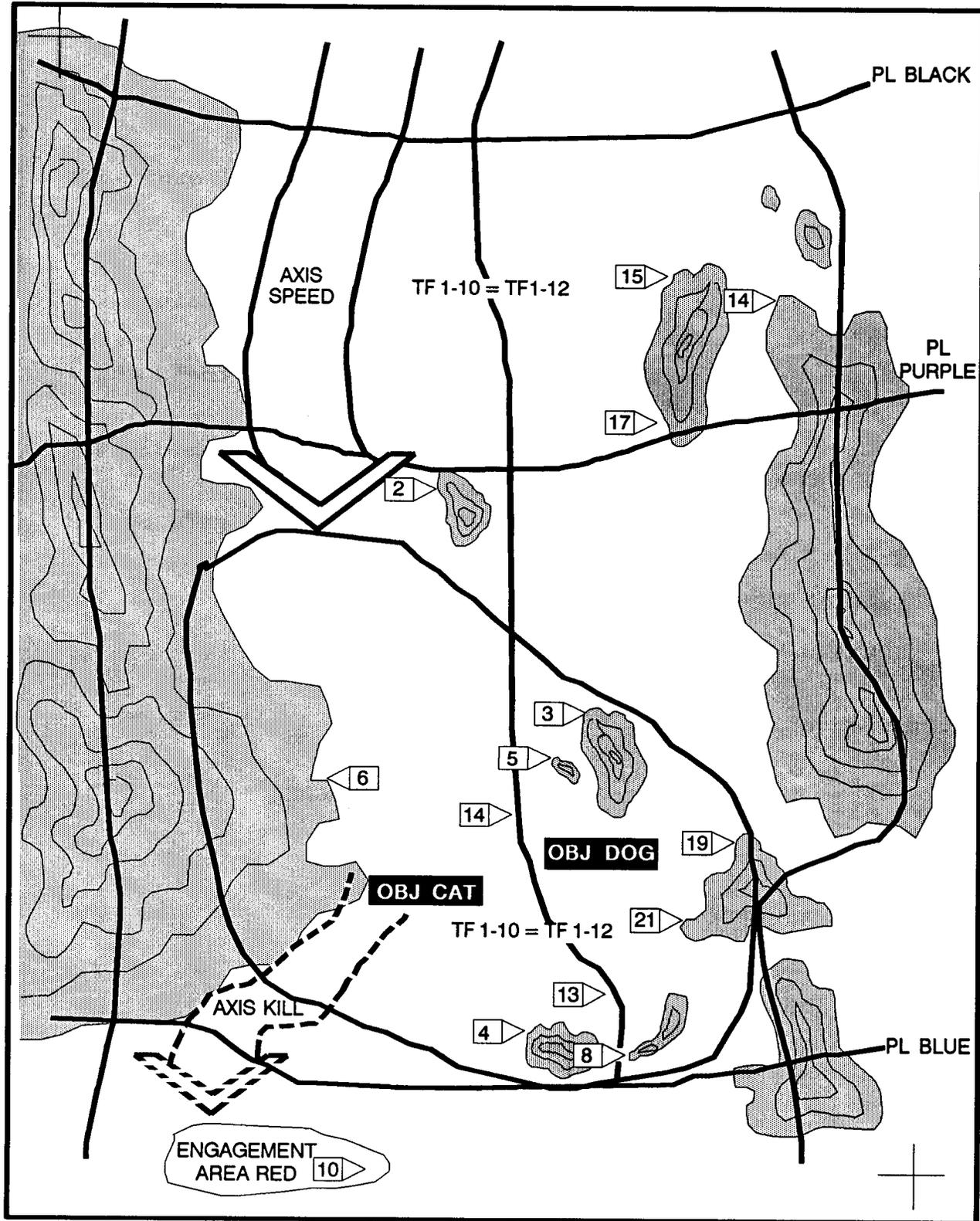


Figure B-6. Sample Annex A to OPORD 1-XX.

ANNEX B (INTELLIGENCE) TO 1st BDE OPORD 1-XX

Reference: Basic OPORD.

1. SUMMARY OF ENEMY SITUATION.

a. Enemy Situation (See Appendix 1, Enemy Situation Overlay).

(1) Composition or Disposition. Elements of the 41st GMRD are in prepared defensive position from AB373856 to AB448098. 41st GMRD is part of the 8th CAA's second defensive echelon. The 41st GMRD is dispositioned with 3 MRRs (15 G, 37 G, and 60 G) on line and the 35th TR, as the reserve. Committed forces against 1st Bde are shown on Appendix 1. Reinforcement is limited to the 35th TR. Known location for 41st GMRD's artillery battalions are 15th GMRR at AB3812; 37th GMRR at AB3720; and 60th GMRR at AB3635. The 37th TR artillery battalion is currently in support of the 41st GMRD DAG.

(2) Strength. 41st GMRD elements are presently at 60 to 70 percent strength in equipment and personnel. 41st GMRD's reconnaissance is believed to be at less than 50 percent.

(3) Enemy Capabilities. 41st GMRD and the 8th CAA are not capable of resuming offensive operations. The 385th Fighter Bomber Regiment of the 37th TAA can fly 1 to 2 sorties of MIG 27 Flogger Ds or SU-25 Frogfoot, in support of the 8th CAA. The 41st GMRD has the capability of employing 2 battalions of 122 mm (2S1), 2 battalions of 152 mm (2S3), and 3 batteries of 120 mm mortars against 1st Bde. Nuclear and biological attacks are possible, but not likely. The enemy has used persistent and nonpersistent chemical agents previously, and is likely to do so again. The 41st GMRD has the capability to counterattack with the 37th TR to blunt 52d ID (Mech) attack. Units at all levels should expect local counterattacks.

(4) Most Probable Course of Action. The 41st GMRD will continue to defend to allow the 9th CAA sufficient time to deploy and assume offensive operations. The 15th GMRR defending within the 1st Brigade zone of attack will defend with 2 MRBs in the first echelon and 1 MRB in the second echelon. The TB has been broken up to reinforce the first echelon MRBs. The 15th GMRR reserve (counterattack force) consists of the TB HQs and one TK Company. The AT Missile (AT-5) Battery will be used as a

Figure B-7. Sample annex B to OPORD 1-XX.

mobile reserve, with the possibility of one of its platoons sent to reinforce one of the first echelon MRBs. Although, there is no MRD-level security zone, expect combat security outposts forward of each first echelon MRB. Expect enemy artillery fire to commence as soon as the brigade moves across the LD. Enemy will use nonpersistent chemical munitions mixed in with their initial artillery fires, to slow and disrupt the brigade movement. Enemy use and intent for their obstacles will be to channelize the Bde and impede our movement within their established kill zones and fire sacks.

2. INTELLIGENCE REQUIREMENTS.

a. PIR: see Coordinating Instruction, basic order.

b. IR:

(1) Has the 15th GMRR deployed combat security outposts? If so, where and what size?

(2) Where is the 15th GMRR and AT missile battery?

(3) Where are the 15th GMRR obstacles?

3. INTELLIGENCE ACQUISITION TASKS.

a. Subordinate and Attached Units: See Appendix 3.

b. Request to Higher, Adjacent, and Cooperating Units:

(1) Will the 41st GMRD employ NBC attacks?

(2) What enemy REC locations are in 1st Brigade zone?

(3) When will the 37th TR be committed in 1st Brigade zone?

4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS, AND MATERIALS.

5. DOCUMENTS AND/OR EQUIPMENT REQUIRED. Omitted.

6. CI AND OPSEC. Commanders will emphasize dispersion, camouflage, noise and light discipline, and COMSEC.

Figure B-7. Sample Annex B to OPORD 1-XX (continued).

7. REPORTS AND DISTRIBUTION. Subordinate Units R&S Plans - submit NLT311400Z Aug XX.

8. MISCELLANEOUS INSTRUCTION. Omitted.

APPENDIXES:

- 1 - Enemy Situation Overlay
- 2 - Event and R&S Overlay
- 3 - R&S Tasking Matrix

Figure B-7. Sample Annex B to OPOD 1-XX (continued).

(CLASSIFICATION)					
R&S TASKING MATRIX					
UNIT TASKING	PRI-ORITY	NAI	LOCATION	REPORTING REQUIREMENT	REMARKS
				EVENT AND INDICATOR	
TASK FORCE 1-10					
1. Recon Axis Speed.	1		See R&S overlay	Conditions that affect trafficability and maneuverability. Obstacle type, size, and orientation.	Report as obtained.
2. Establish OP.		67	AB427185	Surveillance of activities on OBJ CAT.	Establish position NLT 311900 AUG XX.
3. Recon.		61	AB410150	3 MRP's with 8 to 10 x BMP-2s, in prepared fighting positions: Obstacle array 800 to 1,000 m forward of MRC position.	Report all occupied or unoccupied fighting positions. Obstacles: report type, size, and orientation NLT 010200Z Sep XX.
4. Recon		61A	AB400163	Alternate position for MRC at NAI 8.	
5. Recon		63	AB390133	3 MRPs with 8 to 10 x BMP2s, prepared fighting positions: Obstacle array 800 to 1000m forward of MRC position.	Report all occupied or unoccupied fighting positions. Obstacles: report type, size, and orientation NLT 010200Z Sep XX.
6. Recon		65	AB390150	8 to 12 x T64B's in assembly area.	Possible MRR reserve. Report NLT 010200Z Sep XX.
(CLASSIFICATION)					

Figure B-8. Sample Appendix 3 to Appendix B to OPORD 1-XX.

(CLASSIFICATION)					
R&S TASKING MATRIX					
UNIT	PRI-ORITY	NAI	LOCATION	REPORTING REQUIREMENT	REMARKS
TASKING				EVENT AND INDICATOR	
TASK FORCE 1-12					
1. Recon.	1	43	AB501098	1 BRDM or 1 BMP-2.	MRR recon company element. Report as obtained.
2. Establish OP.		60	AB416099	Surveillance of activities on OBJ DOG.	Establish positions NLT 311900 2 Aug XX.
3. Recon.		62	AB408105	3 MRP's with 8 to 10 EMP-2s, in prepared fighting positions: Obstacle array 800 to 1,000 m forward or MRC position.	Report all occupied or unoccupied fighting positions. Obstacles: report type, size, and orientation NLT 010200Z Sep XX.
4. Recon.		62A	AB384098	Alternate positions for MRC at NAI 8.	
5. Recon.		64	AB379118	3 batteries with 4 to 6 2S1 x 2S3s on line, located off a major avenue of approach or MC.	Report all positions NLT 010200Z Sep XX.
TASK FORCE 3-60					
Establish flank screen oriented north, northwest.			AB360160 to AB413370	60 to 70 x T64B's moving southeast from NAI 16 (AB380192) and NAI 18 (AD362184) heading towards NAI 10 (AB370162) or NAI 20 (AB360125).	Coordinate passage or flank screen element with TF 1-10. Establish screen NLT 011000Z Sep XX.
(CLASSIFICATION)					

Figure B-8. Sample Appendix 3 to Annex B to OPOD 1-XX (continued).