

## Chapter 2

# FORCE PROJECTION

### FORCE PROJECTION PRINCIPLES

Future Army operations will rely more heavily on the force projection of US combat power. There is no single method to support force projection. This chapter identifies key principles and considerations for planning and executing IEW force projection.

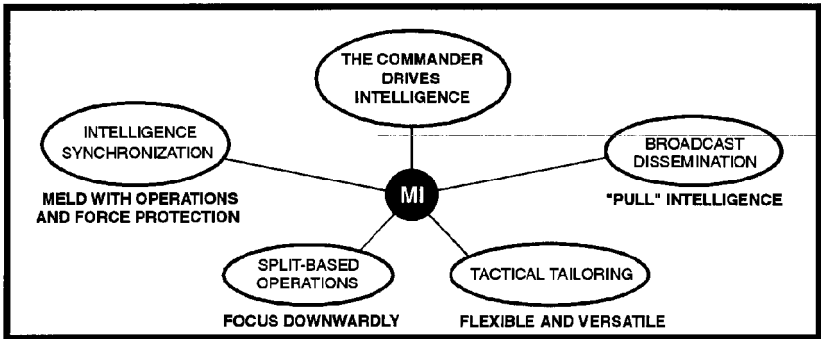
Successful force projection of IEW support is based on understanding and applying the key principles shown in Figure 2-1.

Other key force projection components are intelligence readiness and a requirement to define responsibilities each echelon performs down to the lowest tactical level. This chapter discusses—

- Intelligence readiness.
- I&W.
- Stages of force projection operations (minus operations).

Considerations are in a logical order but may not be sequential nor applicable for all force projection missions. Corps and division G2s must provide primary planning support for force projection operations because of their expertise. The S2 at each level identifies—

- Personal knowledge deficiencies (e.g., communications architecture, imagery dissemination systems and methods, ability to identify the staff's shortcomings).



**Figure 2-1. Principles of force projection IEW operations.**

- Technical limitations (e.g., ASAS, SIDS capability).
- Intelligence gaps with adequate specifics.

**INTELLIGENCE READINESS**

In a JTF force projection operation, higher echelons will provide intelligence for situation and target development to lower echelons (top down) until the tactical ground force completes entry and secures the lodgment area. The JTF J2 may be reluctant to push everything down through tactical intelligence channels due to the volume of the intelligence information available. The S2 may receive support on a “smart push” basis, and needs to know his requirements to be able to do a “smart pull.”

The most significant change in the evolution of force projection operations is the enhanced information flow through hierarchical and non-hierarchical networks (computer, communications, and personal). The S2 should—

- Review available databases on assigned contingency AIs; conduct IPB on these AIs; and develop appropriate IPB products.
- Be aware of higher HQ SOPs and DIA manuals for specific CM guidance.
- Prepare, practice, and conduct information collection activities as part of in-garrison IO rehearsals.

- Preplan and practice an intelligence "surge" on likely contingency crises.
- Prepare and practice coordination from predeployment through redeployment with personnel from imagery, SIGINT, HUMINT, SWO, CA, PSYOP, and SF units, to include databases and connectivity.
- Ensure the following are a part of the daily operating environment:
  - RC and other augmentation.
  - Line numbers and SOPs including a linguist plan with proficiency scores (alert through early entry phases of deployment).
  - Training (individual and collective).
- Form ad hoc intelligence links and networks early on to meet a developing contingency. Incorporate, request, and receive intelligence from unfamiliar sources (linguists, MI augmentation, other services); exploit NGOs and PVOs once a crisis emerges. Exchange communications protocols with theater and higher HQ and subordinate and lateral units.
- Forward all RIIs to the higher HQ IAW SOPs. The J2, G2, and S2 can focus intelligence downward based on the commander's needs.
- Understand the JTF J2's multiple echelon and broadcast dissemination capability to ensure NRT reporting to all deployed, in transit, or preparing to deploy forces.
- Maintain an intelligence database on the battlefield environment and threats for each contingency. The S2 must state and record the CCIR as PIR, subordinate SOR, and SIR, and include the following:
  - For the battlefield environment, the commander's approval of the AI, to include separate ground, air, littoral waters, and political AIs.
  - Maps, terrain, and weather products. Request from National Imagery and Mapping Agency hard copies (unclassified or at the lowest classification). Request authority to declassify these products locally.

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- Digitized products (map sheets for ASAS, terrain data, and imagery).
- Physical environmental information. The TERRA BASE program allows S2s to template the effects of terrain on communications and direct fire. During mission analysis, TERRA BASE or other automated terrain products—WINCATS, TOPOSKINNER—provide the S2 a tool to help the commander visualize how terrain can affect friendly and enemy forces. These products can illuminate terrain effects for subordinate commanders in the OPORD brief. [Technique: Use the program at Home Station to develop and sustain proficiency.] The supporting engineer staff officer may also have terrain visualization products.
- Threat or potential threats. The intelligence community, primarily the NGIC, and open sources produce products useful for intelligence readiness. These products can be tailored to best support the commander. (See FM 34-3 for information on intelligence analysis.) INTELLINK will be an S2's primary access to any type of requested strategic intelligence. Examples of strategic level products include—
  - Global security forecast.
  - Battlefield development plans.
  - Automated and hardcopy databases.
  - Arms proliferation and military power studies related to the weapons acquisition strategies and the overall military power and potential of selected foreign military forces.
  - TECHINT and User Bulletins.
  - CIA World Fact Book and DIA country studies.
  - Open source studies and articles.
  - Other services.

### **INDICATIONS AND WARNINGS**

Theater and national intelligence units monitor regional and global threats to

provide I&W intelligence to the NCA and military commanders. I&W intelligence flows to strategic, operational, and tactical commanders; it prevents surprise, reduces risk, and supports development and refinement of CONPLANS. The S2 must ensure the commander identifies PIR, IR, and targeting requirements for each assigned contingency area. The S2 should—

- Conduct CM and synchronization planning on I&W requirements. Review your unit's collection plan and preplanned SOR for each contingency area. If necessary, refine existing collection plans and SOR.
- Review and modify reporting procedures for I&W contingency areas. This may involve changing intelligence reporting (e.g., increasing reporting on one area and decreasing reporting on another) and message routing addresses and precedence (e.g., FLASH designation).
- Prioritize and forward SOR to higher headquarters.
- Disseminate intelligence and information to the commander, staff, and subordinate units.
- Coordinate for direct dissemination when possible.
- Recommend to the commander whether to maintain or increase unit readiness levels; plan and surge the intelligence effort for the impending operation; or move the unit from its current mission to contingency, branch, or subsequent operations.
- Adjust intelligence readiness steps according to pre-crisis I&W.

## **STAGES OF FORCE PROJECTION OPERATIONS**

REMINDER: All phases of the intelligence cycle are being executed continuously during all stages of force projection.

### **MOBILIZATION:**

Mobilization is a process in which the armed forces augment the AC capability in preparation for war or other national emergencies. It includes activating all or part of the RC assembling and organizing personnel, supplies, and materiel; and certifying the proficiency of individuals and units.

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(See FM 100-17 for mobilization process.) In peacetime, AC and RC MI units plan, train, and prepare together to accomplish mobilization and deployment tasks. During the mobilization phase, the S2 should—

- Assist the mobilizing RC unit by preparing and conducting intelligence training and threat update briefings and by disseminating intelligence.
- Identify force requirements for the different types of operations and CONPLANS.
- Employ and adhere to existing procedures.
- If possible, use prior coordinated IMAs to fill gaps created by personnel shortages. These IMAs should already have a working knowledge of your SOPs and understand the mission.
- Monitor intelligence reporting on threat activity and I&W indicators.
- Conduct or coordinate CI and OPSEC training and operations.
- Manage IR and RII from your unit and subordinate units.
- Evaluate reporting.
- Update collection planning.

### **PREDEPLOYMENT ACTIVITY:**

Predeployment activity provides the foundation for subsequent force projection operations.

- I&W will continue throughout force projection operations. The S2 must perform IPB early and continuously. (See FM 33-1, FM 34-130, FM 41-10.)
- Accelerated training will ensure all AC and RC MI units are able to conduct IEW operations. Integrate mobilization and deployment tasks into unit METL and training; emphasize and integrate critical aspects of force projection into battle tasks and planning.
- Focus broadbased knowledge to support CONPLAN refinement (IPB).

- Ensure tactical tailoring or split-based operation planning is based on an existing CONPLAN.
- Establish appropriate relationships; establish higher, lower, and lateral liaisons if they are different.
- Continuously conduct and update CM and IEW synchronization planning.
  - IO synchronization ensures IO are linked to the CCIR and respond in time to influence decisions and operations. IO encompasses more than just MI assets and requires MI support. (See FM 34-40 and FM 100-6.)
  - IEW synchronization ensures IEW operations are linked to the CCIR and respond in time to influence decisions and operations. IEW is a subset of IO.
  - The commander generates CCIR. CCIR focus on what is critical. They should change as the situation changes. CCIR affect PIR, IR, EEFI, and FFIR.
- Plan imagery coverage for target nomination, validation, and PSA.
- Require from collection assets, timelines for preplanned and dynamic collection requests.
- Plan synchronization through all five steps of the intelligence cycle.
- Ensure each PIR is related to a specific operational decision. (See FM 34-2 and FM 100-6.)
- Prepare an ISM and backward plan so collection production efforts are executed with the operation; deliver focused intelligence to support operational decisions.
- Coordinate with the S3 and signal officer for EW offensive and electronic deception operations, specifically for target nomination, no-fire target criteria, protected frequencies, and synchronized EW effort during all phases of the operation.
- Plan BDA requirements.
- Refine, manage, and update SOR. Monitor and maintain synchronization.

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- Anticipate and initiate collection early against long lead-time requirements.
- Ensure CCIR process is continuous and the intelligence cycle and IEW operations remain tied to the commander's decisions and concept of operations.
- Identify collection gaps after you synthesize available information on the AO and coordinate the collection efforts of existing intelligence organizations. (Consider national, EAC, other US forces and services, and HN support.)
- Develop a collection strategy which factors PIR, IR, and METT-TC. Submit RII and other requests for support to adjacent, higher, and HN units. Develop a collection plan which supports all PIR and IR and maintains synchronization.
- Develop your intelligence team:
  - *Commander's intelligence support*: The S2 and supporting MI commander form the maneuver commander's intelligence team. ASAS is the primary intelligence processing system supporting this team. A unit may need to augment its S2 staff, to include area experts, TECHINT LNOs, linguists, interrogators, intelligence analysts, and CI agents. Tailor the size and sophistication of the deploying unit's intelligence staff to the mission.
  - *ACT*: The DS MI company provides an ACT to support the commander's intelligence team at brigade.
    - *Additional attachments*: These could include PSYOP and CA.
    - *DISE*: This is a small intelligence support team that provides communications, automated intelligence fusion, and broadcast downlinks in a small package capable of deploying with Army early entry forces.
      - Decide whether you will form the DISE from the organic assets of the early entry force or from the corps ACE, supporting EAC MI brigade, or a combination thereof.
      - Plan the configuration, which can range from "briefcases" (Mini-DISE) to HMMWVs (DISE vehicular), and are normally staffed by 5 to 12 soldiers, respectively. Build the supporting hardware systems around the Army's ASAS and integrate them with other Army, joint intelligence, and communication capabilities.



- Plan whether the DISE will expand to a full ACE as lodgment operations are completed or will disband once the mission is accomplished.
- Plan situations in which the DISE will go directly to higher headquarters for information without the home base's approval.
- Plan on requirements to support the DISE with 24-hour operations.
- *ISB*: This is the rear element of split-based operations that provides processed and analyzed intelligence to the DISE.
  - Plan the automation, communications capacity, and personnel necessary to provide continuous intelligence requirements management, collection, processing, and reporting.
  - Plan all procedures for the DISE to "pull" specific intelligence products and reports, obtain status of collection, and "push" the current intelligence picture from the lodgment back to the ARFOR and JTF commanders if not in theater.
- Plan all links to higher intelligence organizations, including the JIC and the elements designed to leverage theater intelligence; focus on support down to the corps and echelons below corps (e.g., the CMISE).
- Coordinate with and understand the capabilities of the JTF to include the NIST if formed.
- Plan to use RC augmentation. Some examples are a mix of CI agents, UAVs, interrogators, and linguists.
  - Transportation availability (aircraft or naval vessel) for deployment.
  - Sustainability.
  - Portability once deployed.
  - Disciplined operations. The commander's ability to collect may be affected by nonmilitary decisionmakers. The CINC can contribute to the deploying commander by ensuring at the outset that intelligence is decompartmented and releasable to allied units (if

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applicable).

- Review applicable publications (ARs, DA Pamphlets, USSIDs).
- Review SOFAs, ROE, international laws, and other agreements. (Coordinate with SJA on these issues.)
- Review applicable NIMA guidance.
- Establish force deployment priorities based upon METT-T. Sequence initial required forces and capabilities, build-up priorities, and follow-on forces to ensure a sequenced plan, a tailored force, and established command and support relationships. Consider sensors, processors, preprocessors, CI, and HUMINT. Maintain unit integrity.
- Plan communications architecture (build redundancy when possible). Remember to—
  - Plan links to the JTF DISE, if formed, that complements the NIST. (See FM 34-25-3 and FM 34-37).
  - Ensure intelligence links provide the early entry commander vital access to multisource Army and joint intelligence collection assets, processing systems, and databases.
- Ensure collection is synchronized with production, and intelligence is still synchronized with operations (specify reporting procedures and timelines).
- Finalize the IEW OPLAN (terrain and communications deconfliction). Coordinate with the MI commander on his tactical decisionmaking process. Understand the MI commander's SOR that are his specified tasks, implied tasks, task organization, concept of operation (the organization, deployment, allocation, and employment of subordinate MI units), and coordination requirements with forward maneuver units.
- Establish the intelligence crossover point. Estimate the time and establish a measurable criteria to indicate when you have reached that point. Intelligence crossover occurs when enough tactical

collection assets are in theater to reduce the dependency upon strategic

or national assets. (See FM 34-1, Chapter 3.)

- Receive all augmentation and support elements quickly (ACT, DISE) and incorporate them within your unit, SOP, and training.
- Update databases to support the IPB process that will follow. Practice using INTELLINK.
- Support force protection. Intelligence operations—MDCI in particular—identify, locate, and target an enemy's ability to target and affect friendly forces, facilities, and operations. Intelligence support must—
  - Conduct threat and risk assessment.
  - Consider elements of fratricide avoidance:
    - Accurate target identification.
    - Collateral weapon effects.
    - Familiarity with supporting units.
    - ROE.
  - Consider elements of force protection:
    - Information Warfare:
      - \* OPSEC.
      - \* Physical destruction.
      - \* PSYOP.
      - \* Deception.
      - \* EW.
    - COMSEC.
    - NBC.

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- Personnel security.
- Neutrality maintenance.
- Personal awareness.
- Sniper threat.
- Counterreconnaissance.
- Arms and physical security.
- Using the MDCI process, assess and review friendly vulnerabilities and the threat's ability to exploit them.
  - S2s should inform commanders and operators on CI and MDCI analysis.
  - Train your MDCI analysts to conduct reverse IPB and think like the enemy S2, to include the enemy's perception of friendly centers of gravity and how he will attack or influence them.
  - Incorporate your MDCI analysis into the G2/J2 situation and decision briefings and all planning (especially deception planning).
  - Assign CI and MDCI sections appropriate missions and analytical responsibilities, such as rear area threat analysis, and continuously assess effectiveness.
- Identify potential countermeasures to deny the enemy access to friendly critical areas.
- Identify and recommend actions to counter enemy intelligence collection capabilities.
- Implement the following controls to support force projection:
  - Establish access to national HUMINT and CI databases, automated links to joint service, coalition, and HN sources to help identify, assess, and develop countermeasures for threats. Develop FLASH precedence reporting procedures.

- Receive and disseminate CI information and specific CI tasks from ASAS and other means such as the CHATS.
- Support further CONPLAN and OPLAN development. MI units continually monitor and update their CONPLANS to reflect the evolving situation, especially during crises.
- Immediately before deployment, update deploying forces with the most recent intelligence on the AO and update your technical databases and situation graphics.
- Develop contingency tailored packages that allow the G2/S2 to place the right force support teams in a deployable posture with an adequate amount of training.

**DEPLOYMENT:**

Success in force projection operations hinges on the capability of airlift and sealift assets to move forces into the AO. Force protection is more critical during this stage.

- Monitor intelligence reporting on threat activity and I&W indicators. Continuously conduct and update IEW, CM, and synchronization planning.
- Plan enroute updates to eliminate information voids and allow your commander to adjust OPLANS prior to arrival in theater. Request supporting intelligence organizations use SATCOM, broadcast technology, and ADP systems to provide graphic and textual intelligence updates while enroute.
- Continue IPB.
- Provide timely, accurate, and specific infrastructure and weather information. IMETS can provide weather information.
- Use accurate situation development to help the commander understand and reduce risk on the battlefield.
- Use the DST, collection plan, R&S plan, ISM, and SOR to anticipate which decisions the commander and staff will make.

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### ENTRY OPERATIONS:

During initial entry operations, EAC organizations provide major intelligence support in a "smart push" mode. This support may include departmental, joint, and scalable Army intelligence elements capable of deploying forward. Entry units must continue to "smart pull" the intelligence they need for operations.

- Continue to conduct force protection planning.
- Monitor the buildup of the in-theater capability required to conduct sustained IEW operations and to reduce your total dependence on split-based, "top driven" intelligence from outside the AO. As organic IEW assets flow into the theater, assess their reliability for tactical intelligence. (National and theater organizations will still remain sources of strategic intelligence.) Determine intelligence crossover point.
- Monitor intelligence reporting on threat activity and I&W indicators.
  - Routinely debrief troops.
  - Use local nationals employed by or in frequent contact with your force to provide information (area experts must analyze it).
- Ensure liaison personnel and basic communications are in place prior to the scheduled arrival of parent commands.
  - Deploy HUMINT forces into theater as early as possible.
  - Contact HN or civil authority. (Contact CA units; see FM 41-10.)
  - Contact other services.
  - Contact lateral units.
  - Coordinate with supporting CI unit for CI support to force protection.
- Emplace ACT, DISE, NIST, and other elements.
  - Establish security.
  - Establish communications.

- Establish analytical capability.
- Perform IPB.
- Continue to conduct CM and intelligence synchronization planning. Recommend revised PIR and IR. Refine, manage, and update SOR. Evaluate reporting.
- Consider space requirements, power, and logistical support for high use or unique items.
- Conduct situation development, target development, and support to targeting. During this stage as combat strength increases, your unit's organic tactical systems will conduct situation and target development (intelligence crossover point).
- Develop measurable criteria to evaluate the results of your collection plan. Reassesses—
  - "Push" versus "pull" requirements.
  - Communications architecture.
  - Reporting procedures and timelines.
  - Crossover point in intelligence.
  - Intelligence support to OPLANs and OPORDs, branches, and sequels (to include planning follow-on forces).

### **WAR TERMINATION AND POSTCONFLICT OPERATIONS:**

Upon cessation of hostilities or truce, deployed forces transition to a period of postconflict operations.

Commanders redirect PIR and IR to support units conducting restoration operations (e.g., engineer units conducting infrastructure reconstruction operations, medical and logistics units providing humanitarian relief). The nature of the PIR shifts from assessing threat forces to assessing political, economic, social, religious, and other conditions that affect force protection and the desired end-state; planning residual presence of US forces; and preparing for redeployment of forces.

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- Continue to conduct force protection planning.
- Remain open to the possibility that hostilities could resume.
- Monitor intelligence reporting on threat activity and I&W indicators.
- Continue to conduct CM and intelligence synchronization planning. Update collection planning.
- Refine, manage, and update SOR.
- Evaluate reporting.
- Disseminate intelligence.
- Use pre-deployment tactical tailoring procedures to plan a phased redeployment of IEW assets and personnel ensuring continual coverage of the commander's requirements.

### **REDEPLOYMENT AND RECONSTITUTION:**

As the combat power and resources decrease in the AO, force protection and I&W become the focus of the CCIR. This drives the selection of those MI units that must remain deployed and those which may redeploy.

- Monitor intelligence reporting on threat activity and I&W indicators.
- Continue to conduct force protection planning.
- Request intelligence BOS support (theater and national systems) and provide intelligence in support of redeployment and reconstitution (reverse intelligence crossover point).

### **DEMOBILIZATION:**

Demobilization is the process by which MI individuals and units transfer from active to a premobilization or other approved posture. MI units resume intelligence readiness posture. RC MI units transition to peacetime status.

- Monitor intelligence reporting on threat activity and I&W indicators.
- Capture consolidated databases.



- Capture lessons learned via AARs (doctrine and TTP).
- Maintain intelligence readiness (e.g., training).
- Adjust MTOEs and evaluate the need for IMAs.