



**Three Roles of the Brigade Engineer Battalion
Decisive Action Environment
EICOORD – ENCOORD - ASCOORD**

Introduction

The Brigade Engineer Battalion (BEB) within an Army Brigade Combat Team (BCT) is often considered among the most challenging organizations to effectively align and leverage for success in both training and operational environments. The force design updates of the BEB over the last decade created a unit with diverse capability but with limited capacity to enable the entire BCT simultaneously. At the same time, BCTs continue to face the challenge of adapting to the complexities of the Decisive Action Training Environment and how the BEB, along with the other battalions in the brigade, enable collective success with both organic and absolutely necessary augmenting units. Whether it is with organic or augmenting units, the core task for the BEB remains to build combat power, develop that combat power into capability, train the integration of that capability, and deliver it at the decisive point that enables other units to reach their full potential.

The challenge of delivering a potentially diverse set of capabilities to the BCT from a single battalion headquarters is not new to the Engineers and existed in many similar ways in legacy Engineer Battalions and the Brigade Special Troops Battalions (BSTB) before the transition to the BEB. Although the challenge is similar, the dynamics of the mission where that challenge exists has changed with the Army's shift in training focus from counter-insurgency back to training for decisive action. This shift is driving leaders to constantly redefine and test how the BEB and other BCT Battalions are best applied to enable the Brigade Combat Team to dominate in Unified Land Operations. The Combat Training Centers (CTCs) are the proving ground for this process. This article will review and highlight how today's Engineer Battalion is upholding its reputation as expert problem solvers as it delivers specialized capability to enable the brigade's success in the decisive action training environment (DATE). Furthermore, it will highlight how, while faced with the complexities of the evolving battlefield, are constantly redefining the problems that the BEB is called upon to solve, the battalion, and specifically the battalion headquarters itself, serves as an enabler to the BCT commander in three distinctive roles as he balances forces across the brigade to achieve success.

As an introductory snapshot, the current BEB in an ABCT consists of the Battalion Headquarters Company, two engineer companies with slightly varying capabilities, the brigade's only signal and

**Approved for Public Release
Distribution Unlimited**

military intelligence companies, a forward support company and although it can vary between BEBs at the BCT Commander's discretion, the Brigade Headquarters Company. The battalion provides unique platoon and below level capabilities within those companies that include three sapper platoons, two engineer support platoons, a route clearance platoon, a CBRN reconnaissance platoon, a Tactical UAS platoon, specialized intelligence collection and development platoons, and finally unique BCT level communications systems that all directly support brigade operations. Although already complex enough for a single battalion headquarters to manage, it still does not account for the variety of augmenting units that often add to capability in the BCT at a CTC or in an operational environment. Due to the complexity in its force structure and potential augmentation, the battalion's leadership and staff must stand up and serve as the BCT's capability experts. The staff must be the experts on its organic and augmented capabilities before it can plan for, resource and execute an extremely diverse suite of interconnected training paths leading to a decisive point. Only then can the battalion effectively build combat power and enable integration of those elements, fully trained in their mission essential tasks, to deliver capability on the battle field where it best supports the Brigade Commander's mission and intent.

Throughout this short series of papers, I will utilize the 2nd Armored Brigade Combat Team, 1st Infantry Division's FY2017 intensive training cycle and National Training Center (NTC) rotation to highlight how, where and why the brigade focused the 82nd Brigade Engineer Battalion headquarters and leadership to enable operational success in the decisive action environment. Each chapter will focus on one of three common lines of effort that the 82nd BEB fulfilled for 2ABCT. In each, I will highlight a number of lessons learned, tactics, techniques and procedures (TTPs), and friction points across various capabilities that could prove useful in expanding on doctrine found in FM 3-96 and FM 3-34.22 to further address how the BCT effectively prepares and fights the BEB. These lessons learned will prove useful for BEB leadership as they plan and execute intensive training cycles in preparation for training center rotations and future operational deployments. All together, these three installments will provide a unique review of challenges and characteristics that surround how this strategy delivered success. Better understanding and continued development will help to further improve how the Brigade Engineer Battalion remains the premier problem solver for today's BCT and continues to live up to the motto "Essayons - Let Us Try".

3 Lines of Effort – EICOORD, ENCOORD, ASCOORD

A 'wicked problem environment'

MG Paul Calvert, former Commander, Operations Group, National Training Center, describes the Decisive Action Training Environment in the Combat Studies Institute Press publication - Training for Decisive Action; Stories of Mission Command. He writes, *"The lessons learned over a decade of combat experience in Iraq, Afghanistan and elsewhere in support of the Global War on Terrorism remain relevant as our Nation's Armed Forces seek to transition. But these lessons must be built upon those fundamental competencies of offensive and defensive operations that have atrophied over the same time. The newly implemented Decisive Action Training Environment presents that complex environment where the core competencies of combined arms maneuver and wide area security must constantly be balanced by agile commanders through the execution of mission command. The introduction of a realistic complex, wicked problem environment offers iterative training opportunities that bolster the need to constantly build upon the observations of completed rotations."*

The complexities of the Decisive Action Training Environment are not new to the National Training Center or the Brigade Combat Team. The changing force structure of the units within the BCT have further increased need for “agile commanders” to find new strategies to solve challenges on the battlefield. In this complex environment the BEB must solve much more than just the organically associated Engineer, Military Intelligence, Signal and CBRN challenges for the BCT. The battalion continues to build and integrate organic capabilities to enable the brigade while focusing on Decisive Action. The BEB is challenged to do much more, especially with its organic headquarters. In recent Decisive Action rotations, the participating brigades have tried and tested a variety of strategies for applying the capabilities and leadership of the BEB and a common trend has emerged from the more successful rotations. The trend is centered on the alignment of the BEB headquarters and although BEBs differ in how they balance priority of effort, the three most common specified missions for the BEB are to serve as the BCT’s answer for enabler integration, engineer capability coordination, and finally, overall area security of the brigade support area. In these three roles, the BEB headquarters ultimately becomes its own enabler element for the BCT and prime coordinator for enabler integration (EICOORD), engineer operations (ENCOORD) and area security (ASCOORD).

CHAPTER 1: LOE 1 - Enabler Integration Coordinator (EICOORD)

- ***Building Enabler Capability Before Integration***
- ***Early Integration of EAB Enablers***
- ***Repeated Integration of Enablers during Home Station Training***
- ***Preparing for Rapid Reception and Integration of Last Minute Enabler Additions***
- ***Importance of Scalable Tracking and Reporting SOPs***
- ***Conclusion and Summary of Lessons Learned and TTPs***

The first of the three hats for the BEB is as the BCT’s Enabler Integration Coordinator. This role is one that comes most naturally to the Brigade Engineer Battalion due to its pre-existing mission to integrate organic force structure of unique enablers to support the BCT. The new and unique challenge in training for the decisive action environment is the integration of everything else that the brigade requires for success. The augmenting enablers often include units like echelons above brigade (EAB) signal companies, military police platoons, civil affairs detachments, psychological operations teams, additional engineer companies, and a variety of others. The CALL Handbook Volume No. 17-11, “Brigade Engineer Battalion and BCT Integration”, comments on the additional challenge for the BEB as the EAB enabler integrator. It states “*By its design, the brigade combat team engineer battalion (BEB) provides an array of BCT-level support; however, the BEB’s structural limitations require it to rely heavily on echelons above brigade (EAB) enablers. The diversity of this organic and augmented support — spanning many functional areas and multiple BCT-level staff sections — presents a tremendous challenge to the BEB commander and his staff.*” As the BCT’s EICOORD, the BEB must tackle this challenge one step, or job, at a time.

Building Enabler Capability Before Integration

Job number one for the BEB Commander as the EICOORD is the manning, equipping and synchronized training management of each enabler element. The BEB Commander must build capacity for BDE assets through a rigorous training cycle that includes assets from outside of the brigade. The BEB has the ability to conduct this work over the entire training cycle for its organic elements, but only occasionally has the

opportunity to train at home station with EAB units. Unfortunately, early coordination and integration for outside elements to join the BCT is usually less than desired. Reception, Staging, Onward Movement and Integration (RSOI) at the CTC is not the time to determine equipment, manning, training and leadership of an outside unit. In those common cases, all that is possible in job one for the BEB is to make every effort to effectively receive, stage and build combat power before onward movement and integration. The BEB's effectiveness in this abbreviated process will be a determining factor in how well the BCT is able to utilize the new enabling capability.

Job number two for the BEB headquarters is advising the commander on utilization and enabling effective integration of those forces across the formation. Depending on day one readiness levels of these additional elements and the BEB's ability to guide them during this short period, there will often be limitations to how effectively those elements can deliver the DA directed capability and or additional capacity to their supported brigade. Understanding and advising how to adjust for the variance in trained capability is among the toughest challenges for the BEB headquarters as they seek to enable the most effective integration possible. This responsibility, although fulfilled in a compressed timeline, is no different in principle to what the BEB delivers with its organic engineer, military intelligence and signal capabilities. That said, the number and variety of units that augment at the very last minute is usually enough to test even the most well-trained staffs in the BCT. Although results always vary, the BEB headquarters staff, with developed and scalable standard operating procedures (SOPs) and a pre-existing orientation to integrating units, has proven to be BCT Commander's most effective headquarters for this mission. This significant challenge and the primary lesson learned for success in this mission is that headquarters focus to integrate both organic and augmenting units at echelon as early and as often as is absolutely possible.

Early Integration of EAB Enablers

To fully understand the scale of the enabler integration challenge, the BEB Commander and staff must have an understanding of what a BCT does not have organically that is necessary to achieve its mission in a decisive action environment. It is widely known that the Brigade Engineer Battalion itself only provides a percentage of the necessary enabler capability, including only approximately 20% of the required engineers that are needed to support BCT operations. This dynamic requires the BCT to organize and treat integration of outside enabler units as a mission for a battalion headquarters. Whether it is for an NTC rotation or real world deployment, the BEB headquarters, as the Enabler Integration Coordinator, must embrace this role and dedicate leaders and staff to communicate immediately with the units identified to join the BCT. Early communication is critical to gain understanding of the incoming capability and in cases where those units are not projected to arrive at the peak of their training path, determine if anything can be done to reclaim a training path that delivers the full capability at the decisive point. If nothing can be done due to time or resource limitations, the challenge becomes how to still integrate and utilize as effectively as possible. For most units, a CTC rotation is the culminating step in a training path that leads to an operational deployment. In this case, there is logical expectation by the augmenting units that they will have the opportunity to leverage that training environment to achieve their ultimate training objectives. In other words, units arrive expecting to fulfill roles that align with their mission essential task training requirements. Unfortunately when minimum standards are not met, previously agreed upon training objectives are sometimes put at risk. Units often learn that exceptions from the CTC to allow live fire by units that did not meet prerequisite training requirements are rare, resulting in the last thing commanders want to see after investing to get

their units to the training event, white tape on barrels. This unfortunate but common outcome in that training environment highlights the challenge the BEB has to pick up and guide augment units just like organic companies to ensure delivery of the capabilities the BCT requires.

Example from 2ABCTs 2017 Intensive Training Cycle

Approximately six months prior to 2ABCT's rotation, FORSCOM locked in two EAB Engineer units to support 2ABCT at NTC Rotation 17-06, Army Reserve Maneuver Augmentation Company (MAC) and an Army National Guard Sapper Company. The 82nd BEB immediately set out to establish contact. In those initial few months, as the Battalion staff integrated representatives from both organizations into battalion updates and planning efforts, the 82nd BEB was able to gain necessary insight into equipment and training readiness as well as an understanding of the respective pre-rotational training paths. Not only did this interaction improve shared understanding of mission and capabilities, but also allowed both units to address specific shortfalls in equipment and training. The 82nd BEB was able to provide temporary loan of crew served weapons mounts, additional communications equipment and combat lifesaver bags that the incoming unit was not able to resource internally. Early communication also allowed the BEB to avoid a much more significant training shortfall that emerged only a few weeks before units were to start movement to the National Training Center. Approximately 2 months before the NTC rotation, the MAC notified the 82nd BEB that their pre-rotation culminating exercise was being cancelled due to lack of observer controller coverage and associated funding shortfalls. Last minute cancellation of this culminating training event at Fort Knox, KY would not only put the delivery of their doctrinal capability at risk, but would also severely limit full utilization by the ABCT during live fire. Once the BEB identified the concern and communicated to the necessary levels of the chain of command, the circumstances quickly changed. Immediately upon notification, the Theater Engineer Command and Engineer Regiment both resourced additional trainers, observer controllers and other resources to surge to Fort Knox on short notice. USAREC G3 Training quickly cleared up the confusion over training funds and this critical training event was back on track. Thanks to the early identification of the problem and quick cooperation among the Engineer community, the MAC was able to complete their gunnery and engineer qualification tables prior to shipment of equipment to NTC and served as a key asset in the mobility and counter-mobility success of the ABCT during rotation

17-06. Their contribution during that rotation included obstacle breach in support of maneuver,



17-06. Their contribution during that rotation included obstacle breach in support of maneuver, emplacement of multiple ground volcano minefields and valuable augmentation of the BEB's Armored Vehicle Launch Bridges (AVLB) fleet that resulted in a successful AVLB breach in NTC's famous 'Whale Gap'. In this example, if the BEB had not been in close communication with the US Army Reserve MAC and US Army National Guard Sapper Company, or was not well versed in that Engineer Company's training path to live fire, the integration and delivery of that capability to the BCT would have fallen vastly short.

Repeated Integration of Enablers during Home Station Training

During home station training, the entire training path, including engineer qualification tables, M2A3 MI and signal gunneries, along with various other collective tasks, is designed to systematically integrate capabilities to support the combined arms battalions and brigade headquarters operations. Gunneries,

field training exercises, walk and shoots, combined arms live fires and pre-CTC battalion and brigade level focus exercises are critical to the integration process not only for the echelon of forces delivering the capability at the team, squad, platoon, or company level, but also for the staffs on both sides of the relationship to better understand the keys to planning for, properly leveraging and sustaining a unique enabling capability. This same dynamic existed under previous versions of the BCT Engineer Battalion when it was engineer pure. Today, the BEB's supporting the ABCT, IBCT and SBCTs bring a much more complex set of training paths because the capability is now much more than just Engineers. In all cases, the time spent training together in home station has proven to be the best means for comprehensive integration and when done effectively, provides the commander with the flexibility to re-task organize quickly while maintaining confidence that the security and support of those units will remain consistent from one unit to the next. As the Enabler Integration Coordinator, the BEB headquarters normally works to solve proper utilization and sustainment issues when the proper training and executing comprehensive integration was not done effectively. The BCT units cannot master this process in a single iteration and the BEB should always be pursuing integration "reps and sets" during unit collective training events at home station to not only improve internal processes, but also train the other units in the brigade to develop theirs.

Preparing for Rapid Reception and Integration of Last Minute Enabler Additions

The previous example is a success story partly because Engineer units understood each other well and had time to communicate. Unfortunately, the majority of the augmentation units that join a BCT during a Decisive Action Rotation at NTC are not like any other organic unit in the brigade, and often have little or no real interaction with their gaining unit prior to initiation of RSOI. As if that were not enough, most BEBs, including the 82nd BEB during rotation 17-06, underestimate the number and variety of units joining the BCT for decisive action. During this rotation, the 82nd BEB received and integrated an additional seven non-organic elements, increasing their RSOI responsibility to a total of 14 guidons and over 1200 total Soldiers. The BEB received the task and embraced the challenge even though it had no increases to battalion staff manning. The team immediately set out to apply the same model of receiving unit personnel and equipment, building combat power within the RSOI process and gaining enough understanding of current capability level to recommend and enable effective integration across the force. Execution had unexpected challenges, but the BEB was overall successful in integrating and enabling sustainment of the augmentation units.

The BEB headquarters is normally the logical choice for this task; however is not the only strategy or unit available within the BCT. Other options available to the BCT could include decentralizing the reception through integration across multiple Battalions or alignment of the responsibilities under an already busy brigade staff. For all the reasons listed earlier and proven through results from multiple NTC rotations, the best strategy is to give all to the BEB, a unit tailored and practiced at integrating organic Engineer, MI, signal, CBRN and UAS capabilities across multiple echelons within the BDE. Furthermore, giving a defined problem entirely to a Battalion to own has proven repeatedly to be an effective strategy for 2ABCT. The brigade's success was in part because the commander gave prime responsibilities to individual battalions for major deployment tasks such as rail head operations at Fort Riley, rail head and marshalling operations at Yermo, and the road march between Yermo and Fort Irwin. Similar to the other battalions and their roles, the BEB is the BCT's primary, one stop solution for getting all the enabler augmentation through RSOI as part of its Enabler Integration Coordinator mission.

Importance of Scalable Tracking and Reporting SOPs

Just because the BEB is built to integrate, that does not mean the process doesn't test the BEB's bandwidth and significantly stress the staff's capability. Achieving success in this task is in no way automatic or easy. The ever changing complexity of enabler units ranging from small Civil Affairs teams, to Joint Tactical Air Coordinators, to an entire Corps Signal Company, arrive at the National Training Center at all hours, often with manpower and equipment different than what was previously expected with a variety of unique requirements. The complexity of this mission necessitates coverage by a battalion staff that is organized and has leaders experienced in anticipating the typical pitfalls in the integration process. During the RSOI portion of the NTC rotation, the 82nd BEB found that a key to success was establishing and sticking to reporting and tracking procedures that were scalable and easily communicated to the arriving units immediately upon reception. The battalion codified this in an enabler reception checklist and then in a pre-integration conditions check that are now both within the unit standard operating procedures.

That said, good checklists are never enough to achieve success in this task. The talented crew, including the 82nd BEB S3 NCOIC and staff primaries, were successful because they aggressively pursued the information required to bring these new units into the fold, while also ensuring those arriving units knew exactly when, where and how to report. Just as the 82nd BEB found during rotation 17-06, augment units typically arrive to Fort Irwin motivated to join the BCT, but unclear on where to start. Some units linger without immediate guidance from a higher headquarters and waste critical time "plugging in" resulting in minimum preparations leading to a slow start at SP. Rotational units that start on day one, poised and ready to quickly integrate additional enablers, increase the chances of a successful RSOI and not stumbling out into the box. To further enable success, it is essential that the standard reporting procedures are simple, quickly communicated and are fully understood so that the leadership and staff know when, where and how to plug in to their new parent unit. The measure of exceptional success is when the host unit is able to anticipate and integrate a new capability so quickly that the benefit of that capability is immediately available to the brigade and starts having a positive impact during RSOI and before movement from the RUBA to the box.

Conclusion and Summary of Lessons Learned and TTPs

The final point for the BEB in the role as enabler integrator again is that success starts with and depends on quality execution of job number one, building the capability. Effective integration is pointless if the unit is incapable of delivering intended capability to the receiving unit either because their equipment or personnel are not ready. Some may argue that this should not be the responsibility of the 'Enabler Integrator'; however as a unit that prides itself on being the premier problem solver for the BCT, the BEB must ensure effective delivery of the enabling capability in order to fully meet the Commander's intent for this line of effort. The mission remains the same whether the capability is organic or joins the BCT as an augment unit. Capability remains the same whether the augmenting unit transitions to another element in the brigade or that capability remains OPCON to the BEB and supports the BCT mission from there. Building the capability (job one) and all the tasks that fall under that mission are foundational to success as the BCT's Enabler Integrator and makes effective integration (job two) and the BCT's effective utilization of the entire suite of enabling capabilities possible.

- Early identification of additional units supporting the brigade and immediate communication with leadership and staff is essential. The ability to understand the readiness and training path

of a partnering unit early enough to influence and address shortfalls can be the difference between success and failure for both units. A recommendation to create ideal conditions is to fund units to travel and participate in focus exercises at home station. This would allow the BEB to more effectively build the capability for the BCT as well as provide improved training certification leading up to the CTC or deployment.

- Focus early communication on equipment shortfalls and compatibility conflicts in order to give both units as much time as possible to resource solutions and in some cases incorporate that equipment in pre-CTC or deployment training.
- Develop SOP initial reception checklists and scalable trackers above the standard RSOI tracker for receiving units at the CTC. Additionally, develop and implement an EXCHECK to ensure readiness for full integration of units once they are task organized away from the BEB.
- The Enabler Integrator HQ must be aggressive from before day 1 to incorporate new units into battle rhythm requirements and reporting procedures.
- The Brigade Engineer Battalion remains the best option to serve as the Enabler Integrator and when assigned that mission, must fully embrace and seek out the straggler units commonly found during RSOI at a CTC rotation.

CHAPTER 2: LOE 2 - Engineer Coordinator (ENCOORD)

- ***Knowing the BCT CDR's Guidance and Commander's Intent***
- ***Importance of Shaping and Parallel Planning***
- ***Delivering Engineers in the Breach***
- ***Talent Management and the Benefit of Task Force Engineers***
- ***Aligning Engineer Company Headquarters with Multiple Battalions***
- ***Conclusion and Summary of Lessons Learned and TTPs***



The second role of the BEB in the Decisive Action fight is as the Brigade's Engineer Coordinator (ENCOORD) Headquarters. This role is the most traditional of the three primarily because it has remained consistent through the transition from BCT Engineer Battalion, to Brigade Special Troops Battalion (BSTB) to the BEB. The Engineer Battalion Headquarters has always served as the overall coordinator for Engineer effort in support of the BCT. Although the fundamental responsibilities have remained the same,

changes to force structure and evolution of how BCTs fight have created tangible differences. Before reviewing the responsibility of today's BEB as the ENCOORD, it is important to recognize a fundamental shift that occurred during the transition from Brigade Special Troops Battalions (BSTBs) to the BEB. As part of that force design update, the coding for the battalion commander, command sergeant major and executive officer positions shifted back to being exclusively for Engineers. Following that shift, BEB Commanders have now fully resumed responsibility as the Brigade Commander's ENCOORD, much like the Field Artillery Commander serves as the Fire Support Coordinator or FSCOORD. This is a return to the previous structure where legacy Engineer Battalions supported the BCT with the Commander as the Brigade Engineer and had a senior captain, now a major serving as the Assistant Brigade Engineer (ABE). As the Brigade Engineer, synonymous with ENCOORD, the BEB Commander not only serves as the senior

Engineer advisor to the Brigade Commander, but now brings the advantage of having ability to leverage the full power of BEB staff to support that responsibility. The ABE remains a critical player within the BCT staff and serves as a full time representative of the BEB Commander advising on protection and engineer equities across all warfighting functions. A capable and trusted ABE is a key in the BEB Commander's ability to balance between Battalion Commander and ENCOORD. Furthermore, both the ENCOORD and the ABE require a BEB staff that fully embraces the role as the ENCOORD Headquarters and actively shapes the BCT's plan for leveraging engineers across the formation.

Knowing the BCT CDR's Guidance and Commander's Intent

The first key element to success in the ENCOORD mission is determining at the onset exactly how the Brigade Commander is most comfortable leveraging the engineer experts in the BCT. This is often a discussion that can only be accomplished between BCT CDR and the Brigade Engineer. The Center for Army Lessons Learned Handbook for Brigade Engineer Battalions and BCT Integration, notes in its guidance for BEB Commanders that *"Teaming with the BCT staff and others among the 'team of teams' is critical. However, there are particular subjects that can (or should) effectively be settled only by the BEB commander's direct coordination with his supported BCT commander."* There is no guiding formula for how the BEB Commander balances between Brigade Engineer and Commander responsibilities simply because every BEB Commander and BCT Commander is unique. The best recommendation for new commanders is to invest early in understanding the BCT Commander's strengths, weaknesses and overall preferences for the level of risk that commander is willing to assume and when. Secondly, commanders who invest heavily in the ABE's development, can significantly improve the equation that determines percentages of time spent between the two roles of ENCOORD and BEB Commander.

An additional factor to consider and get direct guidance from the BCT Commander is the physical location of key engineer leadership. During key events or operations in the Decisive Action environment, the physical location of the BEB Commander, the Assistant Brigade Engineer and certain members of the battalion staff can have significant impact on the effective utilization of engineer forces depending on how and when the Brigade Commander prefers to leverage. During a critical phase of NTC Rotation 17-06, the ABCT Commander directed the BEB Commander to co-locate with him in an over-watch position in order to provide immediate advice as the OPFOR began their attack of the BCT defense. This positioning enabled the BCT Commander to immediately leverage the ENCOORD's knowledge as the expert on the defensive plan and as a senior leader sounding board while assessing the effectiveness of the defense. An educated second opinion was useful to the commander as he sought to identify enemy courses of action and direct adjustments to the defensive plan as the battle unfolded. As in any engagement, real-time analysis is increasingly important when a plan hinges on response to enemy action with limited resources. It was particularly important during this operation because the ABCT's defense relied heavily on a number of triggers to execute several short duration situational obstacles. The accuracy of the commander's real time assessment was essential to ensure correct identification of those triggers to enable maximum effectiveness. That visibility was essential to lower the risk of early or incorrect emplacement and wasting limited resources in the wrong place.

Additionally the BCT Commander can gain an almost game changing advantage in the defense by observing from a shared vantage point while the BEB Commander is communicating with the Battalion TAC and directly with Engineer commanders on the ground. This direct communication line will provide the Engineers putting in situational defenses the ability to adjust based off of a more complete enemy

picture, potentially achieving a more flexible and effective defense. This technique proved effective for 2ABCT as the brigade's defensive effort was successful in shaping the terrain to enable the extremely lethal combined arms battalions to defeat the world class OPFOR's best attack during force on force training.

Importance of Shaping and Parallel Planning

The second key element to consider for the ENCOORD Headquarters is the BEB commander's development and guidance to the BEB staff and other engineer experts within the brigade. The ABE, the BDE Engineer Planner and the BEB's S3 planner, when properly guided, provide a valuable means to shape the development of the brigade concept of operations and enable effective integration of the scheme of engineer operations into the brigade plan. During the brigade's Military Decision Making Process (MDMP), the development of the engineer plan normally demands that the BEB Commander engage with guidance early. The BEB Staff must conduct parallel planning with the BCT Staff and ABE from the start of mission analysis through course of action development. Experience level and capability of the ABE, along with engagement preference of the BDE Commander, often determine how much the BEB Commander must personally engage during each step of MDMP, but even when the ABE has the lead, the influence of the ENCOORD must always be there. Parallel planning becomes even more important when the BEB anticipates that task organization changes from one fight to the next will be rapid and frequent in order to maintain the operational tempo needed to outpace the enemy. The prime example of where parallel planning can yield benefits during task organization shifts is the ability to stage equipment and logistic support before transitioning to the defense. The BEB staff can accelerate transition by anticipating and starting movement of equipment and the key classes of supply, often Class IV, V and VI, as far forward as the security conditions will allow. This could make the difference between Engineer effort in the ground at hour one or significantly later in preparation for the defense. For the BEB and by extension the BCT, the difference between victory and defeat in the defense can often come down to every hour gained for the sappers to shape the terrain with wire, craters, mines and blades in order to enable the BCT to defeat the enemy on terrain of its choosing.

Delivering Engineers in the Breach



The third key element in the role of the BEB as the BCT's ENCOORD is everything that ultimately results in delivery of Engineer combat power at the decisive point with Engineer forces integrated and effectively supporting the maneuver commanders in the mission to meet the Brigade Commander's intent. The ENCOORD's ability to start, monitor and guide the process from the beginning of the training cycle to the final delivery of that capability at the decisive point. In the end, volcano minefields closing a gap, AVLB bridges across the tank ditch, or 'touchdowns' at the point of breach are the measures of success that really matter.

To excel in those measures of success, the BEB headquarters must address a number of unique challenges in efforts to build, sustain and distribute engineer capability, while overcoming the limitations in MTOE structure when not augmented by additional engineer companies. Those structural limitations in an environment where the main effort shifts regularly between the BCT's Combined Arms

Battalions (CABs) require the ENCOORD to constantly orchestrate a task organization shell game in order to keep combat power forward or fighting. Transitions after the initial task organization always test the effectiveness of the integration process and challenge long term sustainment of the capability. Even when the Engineers push through and find a way to deliver, doctrinal redundancy is rarely sustainable through multiple engagements. Leadership engaged and integrated within the CAB headquarters, focused on the current and future fights, is the best possible solution to address this challenge. Ideally, every CAB can have a dedicated Engineer company commander aligned; however in most cases that is not an option and the ENCOORD must rely on a variety of leaders. The shell game challenge exists in today's BCTs because unlike the pure engineer battalions that supported the BCT a decade ago, the current BEB structure does not possess the number of Engineer company headquarters necessary to habitually align one with each of the three Combined Arms Battalions (CABs).

ATP 3-34.22 states "Engineers who support maneuver forces today face unique challenges, not only with the unpredictability of the operational environment in which they operate, but also in the adaption of the organizational restructuring of the Army as it continues to transform. Within the BCT, this transformation has resulted in a streamlined, organic engineer company and a reliance on task-organized EAB engineer augmentation."

Due to the shortage of headquarters elements and streamlined capacity in the BEB's organic companies, echelon above brigade Engineer augmentation is essential to the BCT's success in the DA fight. Addition of EAB units and respective headquarters can quickly balance the equation in the task organization shell game, but does not always result equal capability delivery. Unfortunately, planned augmentation for a CTC rotation does not guarantee the same or similar unit participation in home station training before the CTC or in follow-on deployment operations after. The uncertainty with type and timing of EAB augmentation, further highlights the fact that BEB leadership does not have the ability to fully address the risks associated with the less than ideal number of Engineer company headquarters. That said, the BEB commander can achieve gains and mitigate risk by focusing the battalion's efforts to improving the effectiveness of the engineer leaders and staff that are organic in the BCT. Two areas that yielded success for the 82nd BEB during their intensive training cycle and NTC rotation were the training and utilization of Task Force Engineers and the multi-alignment of company headquarters with supported CABs.

Talent Management and the Benefit of Task Force Engineers

First, the BEB's focus on talent management and development of each CAB's Task Force Engineer can reduce some of the risk of not having a company headquarters to align with during planning and execution. BEB led TF Engineer training academies and battle rhythm working groups that gather all the CAB Engineers for guidance and synchronization can be effective at better preparing those officers to fulfill the role of expert engineer integrator for the CAB. The 82nd BEB utilizes this strategy and it has proven effective for 2ABCT/1ID; however excellence by these individual officers is often a double edge sword. TF Engineers who deliver results in their Engineer role often create circumstances where the CAB Commander or S3 pull them away from the Engineer fight to solve other problems. Quite often, TF Engineers live up to the Engineer reputation and become a key problem solver for the CAB field grade leadership. CAB Commanders often pile on additional duties and in some cases assign TF Engineers in a different role as primary staff, accepting risk that they will not have the remaining bandwidth necessary to fully manage the engineer effort. This scenario is common and unfortunately boils down to where the

CAB commander is most willing to accept risk. The BEB Commander can work peer to peer to influence this decision; however in most cases, cannot dictate or even truly criticize the final decision and must simply work to mitigate the risk through other means. Despite this scenario, a well-trained and guided TF Engineer can serve as a valuable enabler to the ENCOORD headquarters' mission to effectively integrate engineer capability to the CABs.

Aligning Engineer Company Headquarters with Multiple Battalions

Secondly, the BEB can work to mitigate risk by still designating habitual relationships between the two organic engineer companies and the three CABs during the intensive training cycle despite the obvious shortfall. This practice allows the Company Commanders to improve interoperability by gaining familiarity with unit SOPs and planning procedures and gives the CAB Commander additional Engineer planning power as his unit is learning how to effectively integrate Engineer capability into operations. Ideally, the EAB Engineer units projected to support at NTC are available to participate in the home station focus exercises and are able to establish and practice integration; however, that usually is not the case. Despite the lack of EAB units during home station training, the 82nd BEB still applied the multi-alignment strategy with organic companies and then worked to maintain those during NTC Rotation 17-06. Alpha Company aligned with two CAB headquarters, while Bravo Company aligned with the third. During collective training exercise, the battalion maintained the habitual alignments while moving platoons freely from CAB to CAB through multiple iterations of combined arms maneuver. This rotation maintained stability at the headquarters level while increasing each platoon's ability to operate under either engineer company headquarters and with multiple CABs. At NTC, these established relationships allowed the BEB to aggressively shift platoons between efforts in order to maintain necessary combat power at the decisive point within the Brigade Commander's intent. The habitual headquarters and 'plug and play' by platoon method provided the greatest level of flexibility to the BEB Commander while also retaining a level of consistency in planning and reporting to the CAB Commander, ultimately better sustaining effective integration of engineer capability.

It is also worth noting that the need for engineer effort within the BCT is not limited to only the CABs. MTOE does not provide TF Engineers for the Cavalry Squadron, Artillery Battalion or Brigade Support Battalion. BEB Commanders must continually be assessing the battalion's ability to integrate engineer capability to support those units as well. In certain circumstances, the temporary investment of a senior lieutenant or other leader from the battalion to serve as an ad-hoc TF Engineer during developmental training exercises has paid dividends in follow-on training events and deployment operations. This ability is not very common, but when able, the ENCOORD headquarters and supported units can benefit greatly from the opportunity to exercise the steps for successful integration of enablers.

Conclusion and Summary of Lessons Learned and TTPs

Finally, the ENCOORD's ability to balance and maintain the combat power necessary to deliver results in both offensive and defensive operations is the culminating measure of effectiveness for this responsibility. Prior to the delivery of lethal effects by the CABs, success is measured by Engineers in the breach or shaping the terrain with wire, mines and blades. This success completely depends on the timely arrival of capable Sappers, operational equipment and the necessary classes of supply at the decisive point. The rapid and repeated task organization changes necessary to keep up with the decisive action fight directly challenges the BEB's ability to deliver combat power primarily because even the most well planned concept of support cannot keep up with the pace of this fight. The BEB's forward

support company, already spread thin supporting the expanded BEB force structure, is severely challenged with the mission to deliver mechanics, parts and supplies where they need to be to keep equipment running until the job is complete. The Engineer mission always pushes the equipment to operational limits and when the equipment breaks, the ability of the system to get the repair parts forward to the mechanics to quickly fix is paramount in returning equipment to the fight. Despite the best coordination for adjacent unit support to try and close gaps in coverage, time and time again, the fast moving decisive action fight results in a steady attrition of equipment. As engineer systems go down, the combat power available in the equation reduces and the engineer work rate results plummet. The ENCOORD's ability to quickly balance forces across supported units, facilitate rapid repairs, and in the end, focus what remains at a decisive point, is usually what makes the difference when the ENCOORD is orchestrating Engineer effort during the final minutes of the operation. Simply put, no other battalion headquarters is better suited than the BEB for this mission.

- The BEB Commander must embrace the role of ENCOORD and enforce the BEB staff's importance in shaping the BCT plans for all enablers, to include Engineers. Serving as the BCT CDR's senior engineer advisor capable of engaging and influencing peer commanders as they utilize the enabler support has a direct influence on effective operations.
- Gain the BCT CDR's guidance for how the BEB HQ and Engineer experts will be leveraged early in the intensive training cycle. Developing and delivering in accordance with expectations often takes multiple training events to find the right balance.
- The BEB staff must be able to parallel plan with the BCT, especially in an ABCT where movement and sustainment of engineer forces through rapid task organization changes is a significant challenge for the forward support company. The BEB CDR, ABE and BEB S3 must develop a cooperative balance that meets BCT CDR's expectations, but also allows the BEB to anticipate future requirements.
- TF Engineer development and synchronization by the BEB is essential to standardize procedures for more effective integration of engineer units. This is more critical when an engineer company headquarters is not able to align or participate in planning efforts for major training events or operations.
- BEBs should continue to reinforce habitual alignment between organic companies and BCT CABs even though that requires at least one of the companies to align with multiple battalions. The development of synchronized SOPs and staff familiarity with Engineer requirements and procedures is essential for effective and efficient utilization in future training or deployed environments.
- Sustaining Engineer capacity on the battlefield is among if not the most significant challenge for the BEB once an operation has started. Developing a feasible concept of support and enforcing BCT directed command support relationship conditions can be the difference between Engineers sustaining momentum by fixing forward or continually slowing until all the combat multiplying equipment is out of the fight.

Chapter 3: LOE 3 - Area Security Coordinator (ASCOORD)

- ***Enabling the BCT's Combat Power Balancing Act***
- ***Countering the Irregular Enemy Force***
- ***Civil Affairs and Winning the Population***
- ***BEB CDR as the BCT CDR's KLE Lead***

- ***Ability to Expand TOC Operations to the Mission***
- ***BSB as an Equal and Essential Partner for Area Security***
 - ***BEB and BSB Cooperation for G-LOC FOM***
 - ***BSA Defensive Capability***
- ***Conclusion and Summary of Lessons Learned and TTPs***

The third role of the BEB in the Decision Action fight is as the Area Security Coordinator. In recent years and with publication of ADRP 3-0, the commonly used term for this responsibility has shifted from the overarching core competency ‘wide area security’, to the more specific operation of ‘area security’. ADRP 3-0 now defines Area Security as “... security tasks to protect friendly forces, installation routes, critical infrastructure, populations, and actions within an assigned area of operations.” Area security operations provide the BCT commander unimpeded lines of communication and freedom of action that allow them to gain a position of relative advantage and then exploit it. Additionally, as leaders further interpret the dynamics of this mission, the variation in descriptive terms indicates a shift in focus for the area security mission from a predominantly terrain based approach to one more oriented on protection of friendly forces, addressing an irregular enemy threat, and minimizing negative impact to non-combatants on the battlefield. The following paragraphs review a few key considerations and observations behind the BEB’s success as the BCT’s ASCOORD.

Enabling the BCT’s Combat Power Balancing Act

Area security and simultaneous combined arms maneuver is not a new scenario for the BCT; however training in the decisive action environment has exposed new sets of vulnerabilities and challenges to address. Several vulnerabilities in the support area present significant challenges that the BCT must align a coordinating command against. The BEB headquarters has often been the dominant choice to answer the complex requirement for command and control of security forces conducting area security in the support area. The BEB headquarters is again the BCT CDR’s problem solver that tackles the challenges associated with operational command and control of the organic and additional enabler units necessary to provide basically three things, providing fixed site security, maintaining freedom of movement along main supply and alternate supply routes, and providing a quick reaction force (QRF) or tactical contingency force (TCF) that can quickly respond to a present or emerging threat. As is mentioned in ADP 3-0, this challenge increases in difficulty since the area security operation is typically an economy of force mission, enabling as much combat power as possible to be focused forward. ADP 3-0 states: “an offensive operation often features wide area security employed as an economy of force measure, allowing for the concentration of combat power for combined arms maneuver.” That strategy, although it makes undeniable tactical sense in the decisive action environment, creates a force balancing act dependent on the Commander’s ability to fully understand, maintain and mitigate risk to a sustainable level in the support area. The BEB has the responsibility to constantly monitor and communicate those risks to the Commander and provide the understanding required to align the minimum combat power necessary to deny enemy the ability to overwhelm command and control elements and logistics trains. The commander’s ability to achieve success in this balance also deeply depends on how efficiently and effectively the ASCOORD headquarters utilizes the allocated security forces, if any, and in some cases even leverage elements not normally given security missions as force protection platforms and combat multipliers.

Countering the Irregular Enemy Force



In addition to utilizing every possible security capability at the BEB's disposal, the ASCOORD must also adapt priority of effort to align with a new, "hybrid threat". In the earlier quote from the former NTC COG, he utilized the phrases "wicked problem environment" and "hybrid threat" to describe the challenge the BCT faces. Specifically, in the NTC Decisive Action Training Environment scenario, the fictional Bilusivar Freedom Brigade and enemy Special Purpose Forces operating in the support area are

defined by their irregular tactics. They are sometimes directly associated with the population and therefore are ever-present and difficult to detect. The hybrid threat often conducts attacks from 360 degrees, utilizing nonstandard tactics, and through both lethal and non-lethal means. Success in this mission may not be defeating, destroying or neutralizing enemy forces; however in relation to the BCT's ability to balance the economy of force, can be defined as denying the enemy effort just enough to maintain the freedom of maneuver and security of key locations. This in order to enable the BCT, the security necessary to command and sustain the effective combined arms maneuver forward of the support area. There are many techniques and strategies available, but most BEB's find that achieving that success with few to no combat arms forces requires tactics more closely resembling the counter-insurgency fights of the last fifteen years that include close alignment with and leverage of local governmental security forces. The BEB is not organically equipped to address the complexities of this fight; however, much more than any other battalion headquarters in the BCT, the BEB is designed to build and integrate the enabling capabilities needed for success in this "wicked problem environment".

Civil Affairs and Winning the Population

Most recent DATE NTC rotations have proven that the BEB is the BCT CDR's best headquarters to focus on the operations that directly or indirectly reduce the non-standard threat before it can severely impact operations. During the 2ABCT/1ID's rotation, the BEB assumed operational control of the augmenting Civil Affairs Detachment that formed the BCT's Civil Military Operations Center (CMOC). These extremely valuable teams of civil affairs and civil military experts, focused early efforts on reestablishing security through specialized



methods to strengthen government legitimacy and influence population to support military operations. The BEB headquarters' ability to build, sustain and integrate the CMOC into area security operations gave the BCT an effective means to reach the population and assist in reestablishing the authority and influence of the national government. Success by these teams paid exponential dividends towards reducing both irregular forces that threatened security operations and resolved complications from an unsupportive and a sometimes violent population. Additionally, the CMOC significantly improved the friendly to enemy force ratio by facilitating the resurgence of host nation military and police forces to the point where they were able to assume significant security responsibilities that the BCT then no

longer had to address. This success in the support area produced positive dividends that not only made the BEB's task easier, but also enabled the BCT commander to maintain the initiative forward because he did not have to pull combat power back to secure the rear lines of communication.

BEB CDR as the BCT CDR's KLE Lead

Also during NTC rotation 17-06, the 82nd BEB aligned the attached MP squads for security as well as provided the BN Commander as the stand-in KLE representative for the Brigade Commander. This role is sometimes considered the BEB's fourth mission in the decisive action training environment; however in reality only applies to the BEB CDR and is really just a subtask to the ASCOORD mission. The KLE responsibility is extremely valuable thanks to the BEB Commander's ability to represent US forces as the 'local commander'. It is critical to have that authoritative representative during engagements with government leaders, non-governmental organizations, and humanitarian assistance agencies and during this rotation was another factor that proved instrumental in the CMOC's successful campaign. This campaign enabled the BCT to foster the support of the population centers and nullify any safe-haven for insurgent or anti-governmental forces among the people. In addition to the increases in local security forces, a stable and empowered local government allowed the civil affairs teams to capitalize on gains as they and the MP squads then were able to facilitate refugee processing and detainee handling areas.



This capability not only helped avoid humanitarian crisis, but also resulted in collection of valuable intelligence and capture of high priority targets trying to hide among the population. The end result of all of these coordinated efforts was denial of enemy irregular forces' ability to plague logistical trains, harass TAAs, and threaten fixed sites. The hybrid threat was effectively denied its primary advantage as the US forces, the local population and the government security forces worked together to eliminate their support structure and ability to blend in with local population.

Throughout this rotation, the BEB's ability to dedicate resources that enabled civil-military solutions, ultimately was the single greatest difference maker in the area security fight. That success impacted the entire BCT mission because without the CMOC and the supporting security elements, there is little reason to doubt that the threat in the rear area would have quickly overwhelmed the BEB's available security assets and forced the BCT CDR to dedicate additional maneuver assets to securing the support area.

Ability to Expand TOC Operations to the Mission

The next key consideration that is a reason for the BEB as the ASCOORD is the capability and capacity of its Tactical Operations Center (TOC). As stated earlier, the strategy to align the BEB HQ and thus its TOC against the area security mission presents several advantages for the BCT commander that do not exist with other battalions in the brigade. First, the BEB TOC is already naturally connected to the key friendly forces locations in the support area, starting with the BCT TOC and the BSB TOC. In addition to those two TOCs, the BEB also maintains security and sustainment of other fixed sites normally in the support area, to include the UAS airstrip, various supply points and other key terrain. Fixed locations like the UAS airstrip can significantly increase the size of the support area as the forward line of troops advances and thus stretch security and sustainment assets to their absolute limits. This adds to the challenge for any unit responsible for oversight of this mission. The BEB has the advantage of established communications and invested influence over the security and operations at these locations and therefore is well suited to be in the driver's seat to maintain security and sustainment of those units. Although the BEB's security elements are normally limited, that TOC is closely aligned with the CMOC and through communication with adjacent TOCs is more likely to successfully understand the threat and appropriately balance assets to ensure security. Secondly, the BEB TOC is well versed in command and control of mobility operations, to include route clearance, bridging and road repair. No other TOC possesses the resident knowledge and organic alignment with the enabler assets necessary to complete those missions and thus the BEB TOC brings another innate advantage in this area to the BCT commander.



Finally, for any TOC to be successful in this mission, the owning battalion must be capable of maintaining stability in the support area while continuing to support effort forward whether engineer or logistical in nature. Most BEB's understand and train for this split focus during both defensive and offensive operations and thus are ready for the task. For example, the 82nd BEB standard operating procedure during NTC rotation 17-06 was to push forward the Battalion TAC during the defense in order to facilitate balance and sustainment of engineer combat power as the defensive preparations took place. This required the Battalion Executive Officer to maintain the TOC and keep that command and control element focused primarily on the area security mission, while the Battalion S3 took the TAC forward to focus completely on the defensive effort. The Battalion Commander had the ability to shift and balance his attention to the priority over time in accordance with the BCT Commander's intent. This ability to operate two distinctly separate, but cooperative command and control nodes is not unique to the BEB; however it is something that the BEB practices on a regular basis. This is yet another reason that the BEB TOC is the BCT Commander's best option for mission command in support of effective combined arms maneuver and area security in the decisive action environment.

BSB as an Equal and Essential Partner for Area Security

Although the BEB is clearly best situated to serve as the BCT ASCOORD, it must be noted that the Brigade Support Battalion (BSB) and the Brigade Support Area (BSA) are clearly significant partners in the area security mission. The importance of close cooperation between the BEB and BSB in the area

security fight cannot be understated. Effective communication and a shared common operating picture by the two battalions are among the vital factors necessary to enable the BEB to provide area security and the BSB's ability to succeed in its logistical support mission. For the BSB to be successful, this partnership must at least maintain two conditions, freedom of movement throughout the support area and protection of the BSA. Specific to the BEB, as the area security headquarters, the battalion must either directly provide or enable adequate freedom of movement and must reduce the enemy threat to a level that cannot overcome the BSA's defense plan or exploit any capacity limitations of the QRF.

BEB and BSB Cooperation for G-LOC FOM

First, it goes without saying that freedom of movement along ground lines of communication (G-LOCs) is essential to the BSB's mission to sustain forward elements through the Forward Support Companies. That freedom of movement is also critical to sustaining elements like the BEB, the BDE TOC and keeping logistical lines through the support area open between BSB and CSSB. The limited assets normally task organized to the area security headquarters do not have the capacity to secure every convoy or logistic resupply point, so the BSB must increase its protection capability if the security balance is going to hold. During the pre-rotational focus exercise and at the National Training Center, the 82nd BEB and 299th BSB cooperated daily to overcome the challenge of achieving cooperative area security with limited additional combat power. At NTC, the BEB provided the Engineer Route Clearance Platoon, one Sapper platoon and one Military Police platoon to the area security fight, with security tasks ranging from QRF, fixed site security, key leader engagement security, securing refugee processing, facilitating humanitarian assistance and clearance of suspected IEDs. Even with these elements on hand, the BEB found that there was not an asset to spare and simultaneous effective attacks that trigger QRF response quickly exceeded that element's capacity to respond. The BEB's limited combat power only served to increase the importance of the BSB's internal capabilities for mobile security. Prior to the NTC rotation, the BSB focused significant effort on developing convoy protection platforms by conducting mounted, non-standard gunnery to increase the lethality and therefore security of logistical convoys. That additional lethality, with two BN TOCs working in concert to communicate the shared common operating picture, was a significant reason 2ABCT was able to maintain the level of security necessary to keep the logistical trains moving across the battlefield. By extension, this enabled the BDE CDR to keep as much maneuver combat power focused on conventional forces at the forward line of troops.

BSA Defensive Capability

Secondly, the BSB's internal defensive capabilities are critical to the BEB's ability to maintain a quick reaction force or tactical contingency force that isn't constantly pulled into responses at the BSA, leaving other critical locations vulnerable. The footprint of an ABCT's BSA is typically unmistakable and at a minimum invites harassment and at maximum significantly slows operations. Part of a successful security partnership between BEB and BSB is a clear and shared understanding of the levels of threat that the BSA is capable of resolving without external support and when the BEB must shift forces to support a response. Good communication is critical both to determine when those criteria have been met, and especially when the QRF is responding to a threat within direct fire range of the BSA. Effective cooperation with the BSA while in contact is potentially one of the most challenging and highest risk requirements of the area security mission. During the preceding brigade focus exercise, Danger Focus, and the National Training Center Rotation, the BEB and BSB achieved success at this cooperation not because the security forces were able to rapidly respond, but because the BSB was able to add lethality

and an effective defensive plan to its posture in the box. A key note is that the BSB accomplished this by incorporating combat power from vehicles pending repair but still capable of being utilized defensively. The BSB also trained their entry control point and quick reaction drills to a very formidable level, resulting in very few enemy attacks that the BSA was not able to respond to internally. This capability on the battlefield enabled the BEB to keep the QRF and other security forces in reserve, ready to respond to other threats elsewhere in the support area.

Conclusion and Summary of Lessons Learned and TTPs:

In conclusion, the complexities of the area security mission and the risk associated with failure in this line of effort, create a significant problem for the BCT in a decisive action environment. The BEB, which prides itself on being the brigade's premier problem solvers, has proven to be the preferred solution among assets available to the commander. The BEB cannot operate autonomously and lacks the organic assets that most often enable success; however that headquarters' capability to focus command and control on this fight, coordinate with adjacent units for mutual support, and ability to effectively integrate the enablers that are key to success in this mission, are all competencies of the BEB that make it the clear choice to fulfill the role of ASCOORD.

- BEB's must utilize every available asset capable of providing security or otherwise influencing the area security fight. The efficient use of security forces is critical in enabling the BCT Commander's ability to effectively balance between combined arms maneuver and area security. The BSB's ability to increase defensive capability with both logistics convoys and in BSA protection further improves the BCT Commander's ability to dedicate more forces to combined arms maneuver.
- The BEB's ability to split out the TAC to orchestrate the engineer fight while maintaining the TOC to focus on the area security mission is a distinct advantage that only exists in the BEB. Even with that built in advantage, the BEB must invest training effort in operating the TOC and the TAC separately with each weighting focus to respective missions.
- BEB and BSB TOCs must communicate and effectively share a common operating picture (COP). Joint Capabilities Release (JCR) chat rooms, real time digital COPs and FM communications provide the means to communicate; however keys to success are developed and practiced SOPs and engagement criteria.
- Civil Affairs and Civil Military Operations as planned and executed by the CMOC have a significant if not the most significant impact on the area security mission because it reduces threat through non-lethal means and directly increases the friendly assets available on the battlefield through enabling police and local government authorities to make a difference. Military Police as security for the Civil Affairs teams also yield positive effects with effective detainee operations, security of humanitarian aid missions and controlled refugee processing.

Conclusion

The Brigade Engineer Battalion is the Engineer Regiment's quintessential enabler unit with organic Engineer, Signal, Military Intelligence, CBRN and command and control capabilities. The force design of this complex unit and professional tenacity of leaders and staff allows it to uphold the Engineer tradition to serve as the premier 'problem solver' for the Brigade Combat Team. As BEB's continue to improve their ability to integrate EAB enablers, their value to the mission increases exponentially. The BEB, through multiple CTC rotations, is constantly adapting and redefining what it brings to the BCT and

