

MANEUVER ENHANCEMENT BRIGADE OPERATIONS

FEBRUARY 2009

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Maneuver Enhancement Brigade Operations

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Preface

Doctrine provides a military organization with unity of effort and a common philosophy, language, and purpose. This field manual (FM) provides doctrine for the tactical employment and operations of the maneuver enhancement brigade (MEB).

FM 3-90.31 is intended to facilitate the operations and training requirements of the MEB as they organize, prepare for, and conduct operations. This initial FM will evolve after lessons learned from training and operational experiences are incorporated into future Army doctrine. This FM provides doctrinal guidance for commanders, staffs, and subordinate leaders to plan, prepare, execute, and assess MEB operations.

The other intended audience for this publication is those leaders and staff sections within units that will employ an MEB or may operate under the command and control (C2) of the MEB. This publication should also be used to guide joint, interagency, and multinational higher headquarters commanders and staff on the employment of the MEB.

FM 3-90.31 reflects and supports Army operational doctrine. It is based on the doctrine and operational concepts described in or emerging in selected documents to include—

- FM 3-0
- FM 3-07
- FM 3-11
- FM 3-19.1
- FM 3-34
- FM 3-90
- FM 71-100
- FM 5-0
- FM 7-15
- FMI 3-0.1
- FMI 5-0.1
- TRADOC Pamphlet 525-3-25

This manual is organized into nine chapters and three appendixes to provide additional detail on selected topics. A brief description of the chapters and appendixes is provided below:

- Chapter 1 examines the operational environment (OE) and the nuances that apply to the MEB headquarters.
- Chapter 2 provides a description of the key tasks of the MEB headquarters, its organization, and its role in support of the division and echelons above division. It also highlights the special role of the MEB in conducting maneuver support (MANSPT) operations.
- Chapter 3 discusses C2 within the MEB, the relationships to task-organized forces, and the relationships of the MEB to the division, other units within the division, and to echelons above division.
- Chapter 4 describes consideration for the MEB to integrate and synchronize its conduct of operations using the Army operations process. This includes the nuances of providing MANSPT operations support to various echelons of command, and integrating and task organizing the variety of capabilities that the MEB may receive to perform its missions.
- Chapter 5 discusses a key task of the MEB—conduct maneuver support operations.

- Chapter 6 discusses a key task of the MEB—conduct support area operations.
- Chapter 7 discusses a key task of the MEB—conduct consequence management operations.
- Chapter 8 discusses a key task of the MEB—conduct stability operations.
- Chapter 9 discusses sustainment of capabilities within the MEB and its subordinate elements. Successful MEB operations depend on effectively incorporating sustainment support. This chapter describes the integrated sustainment effort required to support MEB operations.
- Appendix A provides organization and manning chart information for the three organic elements of the MEB.
- Appendix B discusses command posts of the MEB.
- Appendix C provides information on the Army battle command system (ABCS) and its impact on the MEB.

FM 3-90.31 provides operational guidance for commanders and trainers at all echelons. It forms the foundation within the established curriculum for employing the MEB within the Army's education system. It applies to Soldiers in the Active Army, National Guard, and United States (U.S.) Army Reserve. Information contained in this manual will assist multinational forces and other Services and branches of the Army to plan and integrate MEB capabilities. This doctrine also will assist Army branch schools in teaching the integration of the MEB capabilities into Army and joint operations.

Terms that have joint or Army definitions are identified in both the glossary and the text. Glossary terms: The glossary lists most terms used in FM 3-90.31 that have joint or Army definitions. Terms with an asterisk in the glossary indicate that this FM is the proponent FM (the authority). Text references: Definitions printed in boldface in the text indicate that this FM is the proponent FM. These terms and their definitions will be incorporated into the next revision of FM 1-02. For other definitions in the text, the term is italicized, and the number of the proponent FM follows the definition. This publication applies to the officers and Soldiers assigned to operational headquarters; commanders and staffs of joint task forces (JTFs), corps, and divisions; Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The proponent for this publication is the United States Army Training and Doctrine Command (TRADOC). Send comments and recommendations on Department of the Army (DA) Form 2028 (*Recommended Changes to Publications and Blank Forms*) directly to Commander, United States Army Maneuver Support Center (MANSCEN), ATTN: ATZT-TDD, 320 MANSCEN Loop, Suite 220, Fort Leonard Wood, Missouri 65473-8929. Submit an electronic DA Form 2028 or comments and recommendations in the DA Form 2028 format by e-mail to leon.mdottddengdoc@conus.army.mil

Introduction

The Army is in the midst of a transformation process to move it to modularity—by adopting the six warfighting functions and creating new and special organizations. One of those new and special organizations is the MEB. As one of the five multifunctional support brigades, the MEB is designed to support division operations (also echelon above division operations within Army, joint, and multinational C2 structures) and to respond to state or federal authorities as a part of civil support operations.

The MEB is designed as a C2 headquarters with a robust multifunctional brigade staff that is optimized to conduct MANSPT operations. ***Maneuver support operations integrate the complementary and reinforcing capabilities of key protection, movement and maneuver, and sustainment functions, tasks, and systems to enhance freedom of action.*** The MEB contains no organic units other than its headquarters and headquarters company (HHC), network support company (NSC), and brigade support battalion (BSB) (see chapter 2 and appendix A). The staff includes chemical, biological, radiological, nuclear, and high yield explosives (CBRNE); engineer; and military police (MP) functional operations/planning cells. The staff also includes a fires cell, area operations section, and airspace management section which support the capability of the MEB to be assigned an area of operations (AO). Each MEB is uniquely tailored with augmentation for its directed mission. An MEB typically includes a mix of several types of battalions and separate companies which may include civil affairs (CA); chemical, biological, radiological, and nuclear (CBRN); engineer; explosive ordnance disposal (EOD); and MP units. It may also contain other units to include military intelligence (MI) assets and a tactical combat force (TCF) when assigned an AO with a level III threat. In certain circumstances, the MEB may also include air and missile defense (AMD) units.

An MEB is a combined arms organization that is task-organized based on mission requirements. The MEB is not a maneuver brigade although it can be assigned an AO and control terrain. The MEB receives, commands, and controls forces to conduct operations. These brigades will typically be called upon to control terrain and potentially facilities as well. While the MEB has no direct antecedents in today's force structure, it combines many functions previously performed by the division/corps rear operations centers, division engineer brigade, and other division-level engineer, EOD, MP, and CBRN assets when supporting a division. MEBs provide capabilities to enhance freedom of movement and maneuver for operational and tactical commanders. The MEB has a combined arms staff and C2 capabilities that optimize it for many missions and facilitating necessary and frequent transitions between those missions or in the conduct of multiple concurrent or consecutive missions.

MEBs conduct maneuver support operations, support area operations, consequence management operations, and stability operations for the supported force. These four key tasks comprise the core capability for this organization. Typical supporting tasks related to these four MEB key tasks are listed below:

- Perform mobility and maneuver.
- Perform protection.
- Perform sustainment.
- Conduct operational area security.
- Conduct response force operations.
- Perform area damage control (ADC).
- Conduct terrain management.
- Perform fire support coordination.
- Conduct airspace management.
- Respond to CBRNE incident.
- Provide support to law enforcement.

- Conduct post incident response operations.
- Establish civil security.
- Establish civil control.
- Restore essential civil services.

The supported headquarters provides the MEB with protection priorities while continuously updating threat estimates. After carefully assessing self-protection capabilities of the supported headquarters subordinate units, the MEB commander allocates assets to meet the supported commander's priorities. There will never be enough capability to make the supported unit invulnerable to threats. Therefore, the MEB commander must balance the needs of acceptable risk, self-defense, passive protection measures, and proactive elimination of threats.

The MEB is normally assigned an AO in which it performs a portion of its missions. It can also perform support missions outside of its AO. Normally, the MEB AO is also the supported echelon's support area. A *support area* is a specific surface area designated by the echelon commander to facilitate the positioning, employment, and protection of resources required to sustain, enable, and control tactical operations. (FMI 3-0.1) The support area normally includes the echelon's main supply routes. For each echelon, the support area is annotated with the echelon size, such as a brigade support area or a division support area. If the supported echelon has more than one MEB assigned, then the support area may be split into two or more AOs, one for each MEB.

When assigned an AO, the MEB performs terrain management, movement control, clearance of fires, security, personnel recovery, ISR, stability operations, ADC, and infrastructure development. The MEB does not perform movement control on movements through its AO on higher headquarters designated main or alternate supply routes. An MEB is not responsible for the supported echelon's unassigned areas. For example, movement control of sustainment operations in the division AO as a whole stays the division transportation officer's responsibility even when it passes through the MEB AO. The division transportation officer coordinates those movements with the MEB.

This FM introduces the use of movement corridors to apply protection to movement. The MEB is organized and trained to execute selected area security missions including route and convoy security. It is not designed to conduct screen, guard, and cover operations. These operations are assigned to brigade combat teams (BCTs), or in the case of screening operations, possibly to a combat aviation brigade. The MEB coordinates and synchronizes the collective self-defense capabilities of bases and base clusters within its AO. When the situation requires, the MEB provides the C2 and is able to execute limited offensive and defensive operations, using response forces and/or a TCF, against threats within its AO. The TCF may include ground maneuver, aviation, and fires assets. Division and higher commanders should employ a BCT or armored cavalry regiment (ACR) when an AO will require more than a single maneuver task force (TF) to secure the AO. The MEB is not designed to C2 multiple maneuver battalions.

The MEB does not supplant unit self-defense responsibilities. Units remain responsible for self-protection against level I threats. The MEB provides reaction forces to respond to level II threats in its AO. If the brigade is assigned an area security mission, it may need to be task-organized with a TCF when the likelihood of level III threats is high. Those portions of a division's supporting sustainment brigade or other tenant units positioned in the MEB AO remain responsible for their own unit security and base and base cluster defense operations. To accomplish this task, one method to consider is to place the tenant units under tactical control (TACON) of the MEB for certain aspects of security. The MEB oversees area, not local, security operations in its AO. This includes response and TCF operations directed against level II and level III threats.

The MEB conducts operations in areas external to its previously assigned AO when directed to do so by its supported commander. This decision requires the supported headquarters to either temporarily change boundaries for the AO of the MEB or have some other headquarters assume AO responsibilities for the terrain on which the MEB units are tasked to conduct operations. One of these solutions allows the MEB to conduct route security or convoy security operations along a ground line of communications (LOC) between portions of the division AO and the AO of a subordinate BCT through what may have previously been unassigned area within the division AO.

The supported MEB higher headquarters may assign missions for assets assigned or attached to an MEB executed outside its AO, such as CBRN, CA, engineer, MP, and EOD assets. This requires careful coordination between the tasked unit, the MEB headquarters, and the headquarters of the unit in which the mission occurs. As an example, a fragmentary order may direct the MEB to provide an EOD capability in direct support (DS) of a BCT for a specified period or mission. This capability would allow a BCT to safely inventory a newly discovered ammunition storage facility. The order authorizes direct liaison between the MEB and the BCT to coordinate numerous tactical and sustainment issues. These issues could include but are not limited to movement routes and times, linkup points and times, recognition measures, location of supply points, maintenance collection points, medical treatment facilities, and communications-electronics operating instructions. Another approach would be to place MEB capabilities operational control (OPCON) (or TACON) to the BCT for a specific mission profile if conditions require more than just a support relationship.

The number of MEBs supporting a headquarters depends on the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) and the critical considerations of span of control and functional area focus. A joint force commander (JFC) may place an MEB in support of another Service or functional component, such as a Marine expeditionary force (MEF). An MEB may also be placed in support of multinational forces.

The MEB provides a staff trained to C2 many of the key constructive capabilities required to conduct consequence management. The consequence management could be conducted during any full spectrum operation. The robust C2 and modular capabilities of the MEB make it effective in responding to disasters.

When the supported headquarters is task-organized with functional brigades, the MEB may also be required to provide support to these brigades. An example of this might find the MEB providing support to an MP brigade focused on providing control of dislocated civilians and handling detainees. In this case, the MEB may be tasked to provide general engineering support to construct detainee facilities for the MP brigade.

To effectively understand the doctrinal employment of the MEB, it will also be important to understand the keystone and other specialized CBRN, CA, engineer, EOD, and MP doctrine. The MEB is an evolving organization that fills a critical role as a unique brigade headquarters optimized to perform MANSPT operations in support of the division and echelons above division. Its unique staff organization is designed to facilitate organizational flexibility for the echelon that it supports. At the BCT level, the brigade special troops battalion (BSTB) can provide a similar role as a multifunctional headquarters to support MANSPT operations in support of the BCT and its subordinate elements.

Chapter 1

The Operational Environment and the Army's Operational Concept

Understanding the OE and how Army forces conduct operations within it as part of an interdependent joint force underpins mission success and lays the framework for the roles and mission of the MEB within the OE. This understanding requires a broad perspective of operational problems and their relevance to each mission. The OE must be understood from the perspective of land operations and the role of Army forces in unified action. (See FM 3-0.) This chapter includes a brief discussion of the continuum of operations, the Army's operational concept of full spectrum operations, an overview of the elements of combat power, and the linkage of MANSPT operations to the elements of combat power and the operations process. All of this is framed, where applicable, to the specific and unique capabilities and roles of the MEB. The following chapters will address the specific considerations for the role of the MEB and how it conducts operations.

OPERATIONAL ENVIRONMENT

1-1. Joint doctrine describes the *operational environment* as the composite of the conditions, circumstances, and influences which affect the employment of capabilities and bear on the decisions of the commander (joint publication [JP] 3-0). The OE encompasses physical areas and factors (geography, weather, infrastructure, and population factors) and the information environment, to include information concerning enemy, friendly, and neutral forces; and other variables relevant to a specific operation. Understanding the OE is essential to the successful execution of operations. To gain a broad understanding of these influences, commanders will normally consult with specialists in each area.

1-2. Operations on land are complex, dynamic, and uniquely tied to the geography and airspace of the area of responsibility (AOR). The complexity of land combat stems from the geography, from the large number of Soldiers and weapons platforms involved, and from the close, continuous interaction of land forces with the enemy, noncombatants, and each other. Complexity is also a function of the combined arms and joint nature of land combat, involving the interaction and mutual support of different arms and services. Instantaneous global communications multiplies this complexity. Uncertainty and chaos characterize operations on land. Technology, intelligence, and the design of operations can reduce uncertainty. However, regardless of the effort allocated to intelligence, commanders still have to make decisions based on incomplete, inaccurate, or contradictory information. An understanding of the OE underpins the commander's ability to make decisions.

THREATS

1-3. The threats faced by the MEB will be the same threats faced by other Army organizations and included in the four major categories of traditional, catastrophic, irregular, and disruptive. (See FM 3-0.) Preparing for and managing these threats requires employing all instruments of national power—diplomatic, informational, military, and economic. The MEB must be prepared to support operations against each of these threats. The organizational design of the MEB fills a previous void in Army and joint force structure. The MEB is uniquely optimized to conduct MANSPT operations in support of Army, joint, multinational, and interagency operations. The MEB is also designed to C2 forces to defeat level II and level III threats within an assigned AO. (See paragraph 1-7 below and FM 3-0 for a more detailed discussion of the threat.)

1-4. Military forces will face a range of threats that extend from smaller, lower-technology opponents to larger, more modernized conventional forces. It is likely that both will employ asymmetric methods that avoid or counter U.S. strengths, without attempting to oppose them directly, while seeking to exploit weaknesses. One technique to defeat the challenges associated with using improvised explosive devices (IEDs) may be by using movement corridor operations. (See chapter 5 for more information on movement corridor operations.)

1-5. Our adversaries will attempt to leverage the environment to achieve maximum advantage. To defeat our adversaries, Army and joint forces must equip, train, and operate in complex situations impacted by multiple variables. In addition to traditionally organized military forces, friendly forces will encounter fractured governmental structures, terrorists, and armed gangs when committed. The standing government may have lost control over sections of its country, allowing the free flow of weapons, drugs, and other contraband across state boundaries. Criminal and terrorist elements, with transnational interests and links, take advantage of the decay in state control and even attempt to accelerate it. Police, constabulary, and other elements of state control are often under resourced, corrupted, and/or dissolved. The MEB conducts operations to support the shaping of the OE and mitigate its negative effects on friendly operations.

1-6. The MEB has an organic staff that is optimized to provide for the planning and execution of key tasks associated with protection, movement and maneuver, and sustainment. It uses attached and OPCON units to conduct MANSPT operations in its AO and within the broader AO of the organization it supports. The MEB's capability to conduct support area operations in the assigned echelon support area provides added security and defense for other units and enhances freedom of action for the supported echelon. The capability to synchronize MANSPT operations and support area operations under the MEB provides a unique set of capabilities to other Army, joint, and multinational elements for addressing challenges presented by the threat.

THREAT LEVELS

1-7. Using threat levels assists commanders in managing risk, identifying vulnerabilities, and allocating forces and resources in time and space in the OE. At the tactical level, enemy threat activities can be generally described and categorized in three levels (see FM 3-90 for additional detail). Each level or any combination of levels may exist in the AO.

1-8. More than one level of threat may be active in an AO and may operate in either an independent or a coordinated fashion. (See chapter 6 for a discussion of how the MEB organizes to defeat these threats during the conduct of support area operations.)

- **Level I threat.** A small enemy force that can be defeated by a unit's organic resources.
- **Level II threat.** Enemy activities that require the commitment of a reaction force to defeat them.
- **Level III threat.** A threat that requires the commitment of a TCF to defeat it.

OPERATIONAL AND MISSION VARIABLES

1-9. Operational and mission variables complement each other and support the common purpose of describing the OE. The operational variables include political, military, economic, social, information, and infrastructure that collectively create the joint memory aid of PMESII. The Army adds two more operational variables (physical environment and time [PT]) to this joint construct to create the memory aid of PMESII-PT with a total of eight operational variables. The mission variables are grouped into the time-tested memory aid of METT-TC, which captures the six variables of METT-TC.

1-10. Each variable affects how Army forces combine, sequence, and conduct military operations. Commanders tailor and task-organize forces, employ diverse capabilities, and support different missions to accomplish military objectives. An analysis of these variables assist commanders in defining the conditions, circumstances, and influences that affect operational options considered to plan, coordinate, support, execute, and sustain operations. (See chapter 4 for a discussion of how the MEB may apply these variables.)

Operational Variables

1-11. Joint planners describe the OE in terms of operational variables. Operational variables are those aspects of the environment, both military and nonmilitary, that may differ from one operational area to another and affect the campaigns and major operations. Operational variables describe not only the military aspects of an OE, but also the population's influence on it. Joint and Army planners analyze the OE in terms of operational variables.

1-12. The variables provide a broad view of the OE that emphasizes its human aspects. Since land forces always operate among populations, understanding the human variables is crucial. They describe each operation's context for commanders and other leaders. Understanding them helps commanders appreciate how the military instrument complements other instruments of national power. Comprehensive analysis of the variables occurs at the joint level; Army commanders use the comprehensive joint analysis of the variables to shape their understanding of the situation.

1-13. A quick look at the eight Army operational variables is discussed below to highlight potential implications for the MEB. The examples are not meant to be all-inclusive treatment of MEB concerns or applicability for each of the variables. (For more information on the variables, see FM 3-0.)

- **Political.** Understanding the political circumstances within an OE will help the commander recognize key actors and visualize their explicit and implicit aims and their capabilities to achieve their goals. The MEB view might add challenges associated with political circumstances permitting or denying access to key ports of entry or critical sustainment facilities. Opportunities in the form of alternative access routes might be added. The MEB would be interested in the effect of laws, agreements, or positions of allies that might affect planning and operations. The political variable, always important, takes on a more prominent role during stability and civil support operations.
- **Military.** The military variable explores the military capabilities of all relevant actors in a given OE. The MEB view adds a MANSPT focus to the view of the OE that integrates CA, CBRN, engineer, EOD, and MP capabilities. Its multifunctional organic staff is concerned with the aspects of movement and maneuver, selected sustainment, and many of the tasks associated with protection and their effects on the force that the MEB is supporting. Using task-organized units and other specialized staff augmentation, the MEB responds to those challenges presented by an adversary's capabilities in its own AO and the more extensive AO of the unit that it supports. The MEB view might add the challenges associated with an adversary's capability to employ CBRN, explosive hazards or other obstacles, and the capability to challenge traditional survivability standards of protection.
- **Economic.** The economic variable encompasses individual behaviors and aggregate phenomena related to the production, distribution, and consumption of resources. The MEB view might add challenges associated with production or availability of key materials and resources.
- **Social.** The social variable describes the cultural, religious, ethnic makeup, and social cleavages within an OE. The MEB view would incorporate aspects of stability or civil support and the necessary support to the stability or civil support plan provided by the units task-organized to the MEB. The MEB must overcome the challenges associated with specific cultural or religious buildings or installations and a host of other potential social concerns. Opportunities in the form of the potential to provide for culturally related activities or building requirements might be a consideration.
- **Information.** This variable describes the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. The MEB uses information engagement to shape the OE as part of its operations.
- **Infrastructure.** Infrastructure comprises the basic facilities, services, and installations needed for the functioning of a community or society. The MEB view might add challenges associated with specific deficiencies in the basic infrastructure. Opportunities in the form of improvements to existing infrastructure and specific new projects might be added. The organic staff of the MEB provides for a detailed understanding of infrastructure by subcategories in the context of

combat operations, stability, and civil support operations. Several manuals that include more detailed information on this are FM 3-34.400 and FM 3-34.170.

- **Physical environment.** The defining factors are complex terrain and urban settings (super-surface, surface, and subsurface features), weather, topography, hydrology, and environmental conditions. The MEB view might add the challenges associated with natural and manmade obstacles. Insights into environmental considerations are also a concern (see FM 3-100.4). Opportunities in the form of existing routes, installations, and resources might be added. The organic staff supports a broad understanding of the physical environment through geospatial engineering which is discussed in detail in FM 3-34.230 and JP 2-03.
- **Time.** The variable of time influences military operations within an OE in terms of the decision—cycles, operational tempo, and planning horizons. The MEB view might add challenges associated with completing required CA-related plan missions in the time allotted because of the impact on perceptions of civilians during civil support or stability operations. Opportunities in the form of potential to accelerate priority projects might be added for the positive effect it would have on civil considerations and the perception of mission success.

Mission Variables

1-14. Analysis of the OE in terms of the operational variables provides the relevant information that commanders can use to frame operational problems. While such analysis improves situational understanding (SU) at all levels, land operations require more specific information. When commanders receive a mission, they require a more detailed mission analysis focused on their specific situation.

1-15. The Army uses the mission variables identified in the memory aid of METT-TC as a framework for this detailed mission analysis. When used together, mission and operational variables help commanders visualize their situation. (Chapter 4 provides a more complete discussion of analysis using the mission variables in terms of planning MEB operations.)

UNIFIED ACTION

1-16. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). It involves applying all instruments of national power, including actions of other United States Government (USG) agencies and multinational military and nonmilitary organizations. Combatant commanders play a pivotal role in unified actions; however, subordinate commanders also integrate and synchronize their operations directly with the activities and operations of other military forces and nonmilitary organizations in their AO.

1-17. Unified action includes joint integration. Joint integration extends the principle of combined arms to operations conducted by two or more Service components. The combination of diverse joint force capabilities generates combat power more potent than the sum of its parts. Joint integration does not require joint commands at all echelons; it does require joint interoperability and an understanding of joint synergy at all levels of command. Joint synergy extends the principles of combined arms to operations conducted by two or more Service components. The strengths of each Service or functional component combine to overcome the limitations or reinforce the effects of the other components. The combination of multiple and diverse joint force capabilities generates combat power more potent than the sum of its parts. Integrating the variety of MANSPT capabilities requires an understanding of the various capabilities and limitations of those MANSPT assets available for any given mission. Integration also requires a common understanding of the C2 structure and processes in place to employ the various MANSPT capabilities in unified action.

INTERAGENCY COORDINATION

1-18. Because of the leverage of their wide range of expertise and funding resources, USG agencies can support the JFC's mission objectives and can greatly expand the capabilities of the joint force. This is true whether the response is international in nature or within the United States (for example, during

consequence management in the United States, MEB forces may respond to incidents, which require close coordination with other USG agencies). Coordination and a clear understanding of the commander's intent are critical when synchronizing operational efforts involving multiple USG agencies. The JFC will be required to coordinate with USG agencies to achieve overall U.S. objectives. The MEB staff must have an understanding of the capabilities of these agencies and their support functions. While USG agencies may increase the resources engaged in a given operation, they may also increase and complicate the coordination efforts. Stability operations are now regarded as a core U.S. military mission and are given priority comparable to combat operations. Because integrated civilian and military efforts are key to successful stability operations, the MEB staff must be prepared to conduct or support stability operations by working closely with U.S. departments and agencies, foreign governments and security forces, global and regional international organizations, U.S. and foreign nongovernmental organizations, and private sector individuals and for-profit companies. The MEB may routinely participate in interagency coordination during the conduct of consequence management operations within stability and civil support operations.

1-19. The intricate linkages among the instruments of national power demand that commanders consider all capabilities and agencies to help achieve the common end state. Interagency coordination forges a vital link between military operations and activities conducted by such organizations as U.S. government agencies; agencies of partner nations; nongovernmental organizations (NGOs); and regional, international, and United Nations (UN) organizations, and agencies of a host nation (HN).

1-20. CA activities are fundamental to the execution of full spectrum operations. Designated CA units, other military forces, and other government agencies, or a combination of the three perform and conduct activities for the commander to establish, maintain, influence, or exploit relations between military forces and other nonmilitary forces (see FM 3-05.40). CA operations assist in coordinating activities of engaged military forces, and other USG agencies, NGO, and regional and intergovernmental organizations to facilitate military operations and achieve objectives. These activities enhance the relationship between military forces and civil authorities in areas where military forces are present. CA operations also involve the applying functions normally the responsibility of local, regional, or national civil government, but for various reasons, are not being accomplished.

MULTINATIONAL OPERATIONS

1-21. Multinational operations are conducted within the structure of an alliance or a multinational. Achieving true unity of command is difficult in multinational operations and in many cases unity of effort is the best that can be achieved. Agreement among the multinational partners establishes the level of command authority vested in a multinational force commander. The President of the United States retains command authority over U.S. forces. Most nations have similar restrictions. However, in certain circumstances, it may be prudent or advantageous to place Army forces under OPCON of a multinational commander. To compensate for limited unity of command, commanders concentrate on achieving unity of effort. Consensus building, rather than direct command authority, is often the key element of successful multinational operations. The MEB may provide the C2 for Army and potentially selected joint forces supporting a multinational force.

1-22. During multinational operations, U.S. forces establish liaisons with multinational forces early. Army forces exchange specialized liaison personnel in fields such as aviation, CBRNE, fire support, engineer, intelligence, MP, public affairs (PA), and CA based on mission requirements. Missions to multinational units should reflect the capabilities and limitations of each national contingent. Some significant factors are relative mobility and size; intelligence collection assets; and long-range fires, special operations forces (SOF), and organic sustainment capabilities. When assigning missions, commanders should also consider special skills, language, and rapport with the local population, and the national pride of multinational partners. Multinational commanders may assign HN forces home defense or police missions, such as sustainment area and base security. Commanders should give special consideration to "niche" capabilities such as mine clearance that may exceed U.S. capabilities.

1-23. Due to its multifunctional C2 capabilities and the ability to conduct multiple MANSPT operations, support area operations, consequence management operations, and stability operations and tasks (see

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