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Eliminate Airborne Fratricide  
**Battlespace**  
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*Marine Corps Warfighting  
Publication (MCWP) 3-16,  
Fire Support Coordination  
in the Ground Combat  
Element, is a framework for  
coordinating and em-  
ploying supporting arms in*

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*consonance with maneuver  
elements.*

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*With its quick-reference  
format and series of  
illustrative vignettes, this  
handbook facilitates  
problem-solving and*

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*highlights how early-career  
officers in tactical units can  
contribute to operations in  
the information  
environment.*

*In war, defeating an enemy's  
force is often a necessary*

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*step on the path to victory.  
Defeating enemy armies is a  
difficult task that often  
comes with a high price tag  
in terms of blood and  
treasure. With its inherent  
speed, range, and flexibility,*

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*air and space power offers a  
way to lower that risk by  
providing commanders a  
synergistic tool that can  
provide a degree of control  
over the surface  
environment and render*

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*enemy forces ineffective  
before they meet friendly  
land forces. Modern air and  
space power directly affects  
an adversary's ability to  
initiate, conduct, and sustain  
ground combat.*



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*The U.S. Army/Marine Corps  
Eliminate Airborne Fratricide  
Counterinsurgency Field  
Manual*

*Urban Operations  
Maneuver Leader's Guide to  
Stinger  
Multiple Dilemmas*

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*Realizing the Potential of  
C4I*

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*Army Fires Capabilities for  
2025 and Beyond*

The relative roles of U.S. ground  
and air power have shifted since  
the end of the Cold War. At the

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level of major operations and campaigns, the Air Force has proved capable of and committed to performing deep strike operations, which the Army long had believed the Air Force could not reliably accomplish. If air

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power can largely supplant Army systems in deep operations, the implications for both joint doctrine and service capabilities would be significant. To assess the shift of these roles, the author of this report analyzed post-Cold War

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conflicts in Iraq (1991), Bosnia (1995), Kosovo (1999), Afghanistan (2001), and Iraq (2003). Because joint doctrine frequently reflects a consensus view rather than a truly integrated joint perspective, the author

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recommends that joint doctrine-  
and the processes by which it is  
derived and promulgated-be  
overhauled. The author also  
recommends reform for the  
services beyond major operations  
and campaigns to ensure that the

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United States attains its strategic objectives. This revised edition includes updates and an index.

Fratricide, or 'Friendly Fire', is a persistent and unwelcome feature in war. Can it be avoided? How can it be properly understood?

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Beginning with a historical analysis, Fratricide in Battle examines all aspects of the problem, covering both human and technical factors, before looking at a range of measures currently in use to tackle the issue.



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Charles Kirke brings together an international group of experts in the field, from both military and academic backgrounds, to provide a thorough examination of this crucial subject. Taken together, their contributions offer a

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comprehensive understanding of  
fratricide in its historical context  
and suggest important lessons for  
future generations.

This is a book about strategy and  
war fighting. It contains 11 essays  
which examine topics such as

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military operations against a well-armed rogue state, the potential of parallel warfare strategy for different kinds of states, the revolutionary potential of information warfare, the lethal possibilities of biological warfare

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and the elements of an ongoing revolution in military affairs. The purpose of the book is to focus attention on the operational problems, enemy strategies and threat that will confront U.S. national security decision makers

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in the twenty-first century.  
Joint Training Manual for the  
Armed Forces of the United States  
Joint Force Quarterly  
Fratricide in Battle  
FM 3-06: US Army Field Manual  
3-06

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Mission Command in the Division  
and Corps Support Area -

Handbook (Lessons and Best  
Practices)

Joint Fires and Targeting Handbook  
Operations in Afghanistan and Iraq have  
renewed interest in close air support and

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the integration of air and ground power. In particular situations, either might predominate, and their relationship is likely to shift over the course of a campaign. This report addresses three questions: (1) How should air attack and ground maneuver be integrated? (2) How should the terminal attack control function

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be executed? (3) How should ground maneuver/fires and air attack be deconflicted? It recommends that the Army and the Air Force work together to develop new concepts and technologies to improve the partnering of air and ground. It recommends new processes to effectively designate targets and improved control



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mechanisms to exploit the benefits of the digital battlefield.

The Chief of Staff of the Army directed the Army to execute a plan to increase short-range air defense (SHORAD) capability. The immediate solution is to train and arm teams of Soldiers organic to select brigade combat teams with Stinger

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missiles. This directive is one line of effort as the force structure for a dedicated maneuver SHORAD capability increases.

This handbook is meant to serve as a guide for the maneuver leader to help train and employ their Stinger teams.

The Department of Defense is in the process of transforming the nation's

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armed forces to meet the military challenges of the 21st century. Currently, the opportunity exists to carry out experiments at individual and joint service levels to facilitate this transformation. Experimentation, which involves a spectrum of activities including analyses, war games, modeling and simulation,

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small focused experiments, and large field events among other things, provides the means to enhance naval and joint force development. To assist the Navy in this effort, the Chief of Naval Operations (CNO) asked the National Research Council (NRC) to conduct a study to examine the role of experimentation in

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building future naval forces to operate in the joint environment. The NRC formed the Committee for the Role of

Experimentation in Building Future Naval Forces to perform the study.

The Role of Doctrine in Preparing Airmen for Joint Operations

The Evolving Roles of Ground Power and

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Air Power in the Post-Cold War Era  
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Fire Support Handbook  
Precepts and Judgments

Operation Anaconda: Lessons for Joint  
Operations

Joint Urban Operations

*Field Manual FM 3-09 Field Artillery*

*Operations, provides tactics for field*

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*artillery operations and fire support in unified land operations. The principal audience for FM 3-09 is all commanders and staffs. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range*

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*of military operations and relationships with joint or multinational forces. Trainers and educators throughout the Army will also use this manual. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States (U.S.), international, and, in some cases, host-nation laws and regulations.*



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*Commanders at all levels ensure their  
Soldiers operate in accordance with the law  
of war and established rules of engagement.  
See FM 27-10. FM 3-09 implements  
standardization agreements (STANAG)  
2484 and 3680.*

*Every military activity has informational  
aspects, but the information environment*

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*(IE) is not well integrated into military planning, doctrine, or processes. Better understanding of the IE will improve command and control and situational awareness.*

*This revised edition of Joint Publication 3-0, Joint Operations , reflects the current guidance for conducting joint activities*

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*across the range of military operations and is the basis for US participation in multinational operations where the US has not ratified specific doctrine or procedures. This keystone publication forms the core of joint warfighting doctrine and establishes the framework for our forces' ability to fight as a joint team. Often called the*

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*"linchpin" of the joint doctrine publication hierarchy, the overarching constructs and principles contained in this publication provide a common perspective from which to plan and execute joint operations independently or in cooperation with our multinational partners, other US Government departments and agencies, and*

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*international and nongovernmental  
organizations.*  
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*The Air Power Manual*

*Network Enabled Fires - A NEC/NCW Use  
Case*

*Forging a New Air-ground Partnership*

*Field Artillery Operations and Fire Support  
(FM 3-09)*

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*Battlefield of the Future - 21st Century  
Warfare Issues*

*Counterland Operations*

**The manual describes the general strategy for the U.S. Marines but it is beneficial for not only every Marine to read but concepts on leadership can be gathered to lead a business to a family.**

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**If you want to see what make Marines  
so effective this book is a good place to  
start.**

**Joint Fire Coordination Challenges in  
Optimizing Employment of Advanced  
NSFS Weapons**

**During warfighter exercises, it had  
become apparent that division and**

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Reportbook

**corps commanders were challenged with mission command of forces in their support areas. The commander of United States Army Forces Command directed commanders to establish a support area command post (SACP) to improve mission command. The Army's new Field Manual (FM) 3-0, Operations**



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**(06 OCT 2017), incorporates this guidance by modifying the geographical organization of an area of operations. FM 3-0 scales down the size of the support area and adds a consolidation area. The consolidation area will be assigned to a maneuver brigade or division. This enables the maneuver**

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**enhancement brigade (MEB) to perform its traditional mission and focus efforts on operations in the support area. FM 3-0 formalizes the requirement for divisions and corps to establish a SACP (its doctrinal name, which is used throughout this handbook) to assist in controlling**

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**operations in the support and  
consolidation areas.**

**Field Artillery**

**Fire Support Coordination and  
Airspace Deconfliction in the Future  
Nonlinear Battlespace  
Warfighting**

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**Airpower in the Kill Box**  
**Fundamental Challenges**  
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This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities

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and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for interagency coordination and for US military involvement in multinational operations. It provides military

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guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes joint doctrine for operations, education, and training. It provides military guidance for use by the

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Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure

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unity of effort in the  
accomplishment of the overall  
objective.

To assist the Army in its  
reorientation toward conventional  
combat operations, the authors of  
this report identify capability gaps



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in the field artillery and actions that the Army should consider taking from today to roughly 2030. Employment of Fires has traditionally been regulated using procedural deconfliction measures. This system is characterized by a

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lack of flexibility and responsiveness. In addition, the introduction to service of long range artillery and attack helicopters, at the same time as the rise of the maneuverist doctrine, poses significant challenges to the

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current process. Defining processes that address the challenges will provide a robust, more flexible and efficient means of employing Joint Fires, to Joint ends, across the battlespace. Applying a practical, pragmatic approach to this

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problem has provided the necessary insight into this militarily significant 'Use Case'. The research has shown that central to the successful implementation of a Joint Fires capability is the provision of Joint, real time

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situational awareness. This relates not only to force dispositions but also the dynamic, continually changing control measures that need to be implemented. This requirement leads to the concept of a Deep Operations Picture,

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providing the necessary integrated Situational Awareness. The means of producing a Deep Operations Picture at the operational level of Command is discussed, along with a limited form of Network Centric behavior that is likely to emerge

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when a Deep Operations Picture is  
fielded.

Handbook for Tactical Operations  
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Joint Fire Coordination Challenges  
in Optimizing Employment of  
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Field artillery cannon battalion  
Challenges and Options for All-  
Domain Command and Control  
JFQ.

Concepts for future joint



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operations call for higher levels of integration among the services than in the past. Therefore, the Air Force is considering how to increase airmen's levels of joint warfighting proficiency. Two fundamental building blocks of

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joint warfighting proficiency are being able to speak the joint language and adopting a joint mindset, both of which are outlined in joint doctrine. This report uses Air Force doctrine as an indicator of how much joint

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language and mindset are present in the Air Force today. Detailed document comparisons revealed that some Air Force doctrine documents are aligned with joint doctrine in both substance and tone. However,

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others have significant gaps, present alternative constructs, use different terms, offer little joint context, or reflect a service-centric mindset. Together, these findings suggest that Air Force acceptance of joint doctrine is

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uneven. This report also  
assesses the role of joint  
constructs in the Air Force today,  
including how they are taught  
and reinforced with practice. The  
report recommends ways to align  
Air Force doctrine with joint

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doctrine and ways to manage  
divergences that could be  
necessary because of the unique  
characteristics of airpower. The  
report recommends giving  
airmen more opportunities to use  
joint doctrine in practice, which

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will likely have a bigger effect on joint proficiency than simply revising doctrine. The report also recommends that, before adopting these proposals, the Air Force consider the overall priority it places on joint

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proficiency in relation to other Air Force priorities and decide how to manage potential trade-offs. Doctrine provides a military organization with a common philosophy, a language, a purpose, and unity of effort.



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Rather than establishing a set of hard and fast rules, the objective of doctrine is to foster initiative and creative thinking. To this end, FM 3-06 discusses major Army operations in an urban environment. This environment,

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consisting of complex terrain, a concentrated population, and an infrastructure of systems, is an operational environment in which Army forces will operate. In the future, it may be the predominant operational environment. Each

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urban operation is unique and will differ because of the multitude of combinations presented by the threat, the urban area itself, the major operation of which it may be part (or the focus), and the fluidity of

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societal and geopolitical considerations. Therefore, there will always exist an innate tension between Army doctrine, the actual context of the urban operation, and future realities. Commanders must strike the

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proper balance between  
maintaining the capability to  
respond to current threats and  
preparing for future challenges.  
This manual provides the  
analytical tools for evaluating an  
urban operation to determine if

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the operation is necessary for overall mission success. It also provides the means to understanding and determining the impacts of the urban environment on military operations and provides

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information on managing, taking advantage of, and mitigating the effects of those impacts as appropriate. As such, this manual demonstrates how to apply the doctrinal principles in FM 3-0 to this unique

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environment.

When the U.S. military invaded Iraq, it lacked a common understanding of the problems inherent in counterinsurgency campaigns. It had neither studied them, nor developed doctrine



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and tactics to deal with them. It is fair to say that in 2003, most Army officers knew more about the U.S. Civil War than they did about counterinsurgency. The U.S. Army / Marine Corps Counterinsurgency Field Manual

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was written to fill that void. The result of unprecedented collaboration among top U.S. military experts, scholars, and practitioners in the field, the manual espouses an approach to combat that emphasizes

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constant adaptation and learning, the importance of decentralized decision-making, the need to understand local politics and customs, and the key role of intelligence in winning the support of the population. The

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manual also emphasizes the  
paradoxical and often

counterintuitive nature of  
counterinsurgency operations:  
sometimes the more you protect  
your forces, the less secure you  
are; sometimes the more force

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you use, the less effective it is;  
sometimes doing nothing is the  
best reaction. An new  
introduction by Sarah Sewall,  
director of the Carr Center for  
Human Rights Policy at  
Harvard's Kennedy School of

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Government, places the manual  
in critical and historical  
perspective, explaining the  
significance and potential impact  
of this revolutionary challenge to  
conventional U.S. military  
doctrine. An attempt by our

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military to redefine itself in the aftermath of 9/11 and the new world of international terrorism, The U.S. Army / Marine Corps Counterinsurgency Field Manual will play a vital role in American military campaigns for years to

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come. The University of Chicago Press will donate a portion of the proceeds from this book to the Fisher House Foundation, a private-public partnership that supports the families of America's injured servicemen.



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Materials

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Awareness for Operations in and  
Through the Information

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Building Future Naval Forces

General Kenney Reports: A  
Personal History of the Pacific  
War

Beyond Close Air Support

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Report

This study seeks to determine how to implement control measures and airspace deconfliction in the future nonlinear battlespace. Fire support control measures and airspace control measures can significantly affect the efficiency of joint combat operations. Current joint doctrine lacks detailed explanations about

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employing airpower in a nonlinear environment. Many think tanks predict this type of environment will be prevalent in the future. To assess the validity of current doctrine, this study examines the historical experience at the Battle of Khe Sanh. After tracing past experience with kill box systems, current and emerging capabilities

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are explored. Analysis indicates that a common reference system combined with a kill box system provides a significant improvement over current doctrine. This thesis recommends: 1. The Air Force establish an approved solution in Air Force doctrine based upon this study to a common reference system and a kill box

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system. 2. The Air Force encourage organizations to propagate this doctrine within the joint community to facilitate acceptance within joint doctrine. 3. Propose joint acceptance in doctrine of the Air Force position on a common reference system and kill box procedures. The fires function and targeting process

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continues to mature at an accelerated pace as joint, coalition, and supporting forces remain engaged in on-going, high-tempo operations. These continuing operations reinforce the need for knowledgeable and efficient planners, targeteers, and weaponeers. Emerging technologies and joint warfighter



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experiences combine to turn lessons learned into improved and new joint fires and targeting planning, execution, and assessment best practices. Many of these innovative procedures are recognized by the joint community, but they are not yet approved joint doctrine. This handbook was developed to ensure commonly

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accepted best practices for planning, executing, and assessing joint fires and targeting are documented. While this handbook does contain extracts from many doctrinal publications, it is not approved joint doctrine, but serves as an important pre-doctrinal product that will aid its refinement. United States Joint

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Forces Command developed this handbook for combatant commanders, subordinate joint force commanders, joint force staff members, and first tactical echelon personnel.

Joint Vision 2020 and the operational concepts of STOM and deep operations demonstrate the necessity for development

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of weapon systems to support combat operations over the entire depth of the battlespace. In support of these requirements, the Navy has undertaken the development advanced NSFS weapons that will be capable of providing a sustainable high volume rate of long range, precision fires in all weather conditions. Optimizing

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the employment of the advanced NSFS combat power will enable the operational commander to maximize economy of force and principle of mass. The challenge to optimizing the employment of advanced NSFS combat power resides in establishing unity of effort for fires and airspace deconfliction throughout the

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battlespace. The failure of joint doctrine to adequately address three critical deconfliction issues; delineation of the boundary between close and deep operations, designation of the control authority for fires in deep operations and the use of Killboxes, has resulted in doctrinal differences that pose

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unnecessary challenges to fires  
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This anthology discusses the  
converging operational issues of  
air base defense and  
counterinsurgency. It explores  
the diverse challenges



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associated with defending air  
assets and joint personnel in a  
counterinsurgency environment.

The authors are primarily Air  
Force officers from security  
forces, intelligence, and the  
office of special investigations,

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but works are included from a  
US Air Force pilot and a  
Canadian air force officer. The  
authors examine lessons from  
Vietnam, Iraq, Afghanistan, and  
other conflicts as they relate to  
securing air bases and

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sustaining air operations in a  
high-threat counterinsurgency  
environment. The essays review  
the capabilities, doctrine, tactics,  
and training needed in base  
defense operations and  
recommend ways in which to

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build a strong, synchronized  
ground defense partnership with  
joint and combined forces. The  
authors offer recommendations  
on the development of combat  
leaders with the depth of  
knowledge, tactical and

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operational skill sets, and  
counterinsurgency mind set  
necessary to be effective in the  
modern asymmetric battlefield.

Operation Anaconda, conducted  
in the Shahikot Valley of  
Afghanistan during early March

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2002, was a complex battle fought in rugged mountainous terrain under difficult conditions.

The battle ended as an American victory at the cost of eight U.S. military personnel killed and more than 50 wounded. But the

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difficult early stages of the battle  
provide insights for thinking  
about how to organize, train, and  
equip U.S. forces for future joint  
expeditionary operations and  
how to pursue transformation.

"In the U.S. Army as elsewhere,

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transmission of digitized packets  
on Internet-protocol and space-  
based networks is rapidly  
supplanting the use of old  
technology (e.g., dedicated  
analog channels) when it comes  
to information sharing and media



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broadcasting. As the Army  
moves forward with these  
changes, it will be important to  
identify the implications and  
potential boundaries of  
cyberspace operations. An  
examination of network

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focused areas of electronic  
warfare, signals intelligence,  
electromagnetic spectrum  
operations, public affairs, and  
psychological operations in the

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U.S. military found significant overlap that could inform the development of future Army doctrine in these areas. In clarifying the prevailing boundaries between these areas of interest, it is possible to

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predict the progression of these boundaries in the near future.

The investigation also entailed developing new definitions that better capture this overlap for such concepts as information warfare. This is important

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because the Army is now studying ways to apply its cyber power and is reconsidering doctrinally defined areas that are integral to operations in cyberspace. It will also be critical for the Army to approach

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information operations with a  
plan to organize and, if possible,  
consolidate its operations in two  
realms: the psychological, which  
is focused on message content  
and people, and the  
technological, which is focused

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on content delivery and  
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machines."--Page 4 of cover.

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**Rapid progress in information  
and communications  
technologies is dramatically  
enhancing the strategic role of**



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**information, positioning  
effective exploitation of these  
technology advances as a  
critical success factor in  
military affairs. These  
technology advances are  
drivers and enablers for the**

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**"nervous system" of the  
militaryâ€"its command,  
control, communications,  
computers, and intelligence  
(C4I) systemsâ€"to more  
effectively use the "muscle"  
side of the military. Authored**

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**by a committee of experts  
drawn equally from the  
military and commercial  
sectors, Realizing the Potential  
of C4I identifies three major  
areas as fundamental  
challenges to the full**

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**Department of Defense (DOD)  
exploitation of C4I  
technologyâ€™"information  
systems security,  
interoperability, and various  
aspects of DOD process and  
culture. The book details**

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**principles by which to assess  
DOD efforts in these areas over  
the long term and provides  
specific, more immediately  
actionable recommendations.  
Although DOD is the focus of  
this book, the principles and**

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**issues presented are also  
relevant to interoperability,  
architecture, and security  
challenges faced by  
government as a whole and by  
large, complex public and  
private enterprises across the**

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**economy.**

**The authors examine potential  
command-and-control  
impediments to multidomain  
operations and propose  
alternative models for joint all-  
domain command and control.**