

# CENTER FOR ARMY LESSONS LEARNED



CALL INSIDER

NOV-DEC 2016



## Director's Corner

Happy 2017!

At the beginning of every year it is always appropriate to not only look forward and plan for the year ahead, but also to take some time to reflect on the past year's accomplishments. I have been director at CALL for almost six months, and in that time I have gained an appreciation for our people, our products, and our mission. In 2016, we remained true to our objective of providing timely and relevant knowledge to the Warfighter by developing several outstanding products and remaining responsive to the Army's needs.



November's *Urban Operations Catalog*, a compilation of 30-plus relevant urban operations documents, is an example of a deliverable produced on short notice to fulfill an Army requirement. The catalog, covers a variety of focus areas to include: small unit tactics, specific warfighting functions, doctrine, weapon effects, and lessons and best practices from past operations. [Army Press](#) created a complementary product, [Primer on Urban Operations](#), by compiling articles from Military Review, publications from Combat Studies Institute, and monographs from Command and General Staff College students. Neither of these products replaces training or doctrine; rather, they serve to broaden the discussion of this topic and deepen the understanding of its complexity.

We also recently released *Scouts in Contact*, a handbook designed to train junior reconnaissance leaders using vignettes developed by the subject matter experts at the National Training Center (NTC). I believe this will be an excellent tool for sharpening the decision-making skills of those young leaders who perform such an important function for our force. Another venue for sharing lessons and best practices is to write and submit a News From the Front (NFTF) article. These articles are then cataloged on the CALL website.

Finally, I am pleased to announce the launch of our Best Practice Initiative. This is an effort designed to increase the volume of best practice submissions from the field and share that information across the force. Our website devoted to capturing these submissions will go live on 15 JAN 2017, and we look forward to your input and ideas. If you have a best practice that you want to share with the rest of the Army, then this is a place you can do it.

I'm excited about the things we are doing in 2017. Expect to see products on operations in Mosul, TTP in the Ukraine, trends in home station and CTC training, and many others.

Have a great year,  
COL Mike Pappal

## Recent CALL Publications



### [17-01: Scouts in Contact](#)

Looking for innovative ways to train junior leaders in reconnaissance? Look no further. Vignettes, developed by the subject matter experts at NTC, lead teams through a variety of scenarios that will challenge and mature your young reconnaissance leaders' decision-making skills. Facilitator instructions guarantee you have the information needed to make

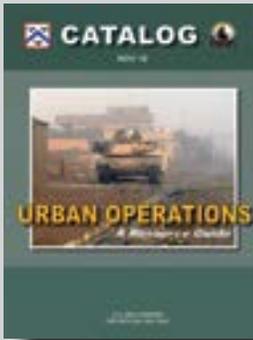
you and your reconnaissance teams successful!  
[JLLIS link](#) (CAC login required).



### [17-02: DATE at the JRTC, Volume XIV: Company-Level Combined Arms Maneuver](#)

Regardless of rotational design, company-level leaders find decisive action a challenge to themselves, their Soldiers, and their units. As the opposition force (OPFOR) in the decisive action training environment (DATE), 1-509th Parachute Infantry Regiment "Geronimo"

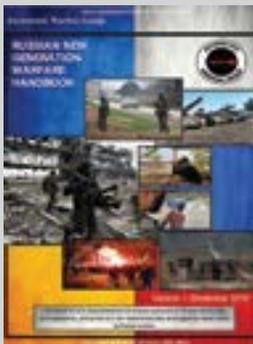
makes a DATE rotation at the Joint Readiness Training Center (JRTC) a school of hard knocks. For those company-level leaders, a JRTC DATE rotation is combined arms maneuver (CAM) centric. This newsletter is about company-level CAM, concentrating on basics for company leaders and their units. When reading it, think home station training. Units that get after the basics discussed here in home station training will fare better against Geronimo. Those that fail to do so will prove themselves a Meal, Ready-to-Eat for the G-Man.  
[JLLIS link](#) (CAC login required).



### [Urban Operations Catalog](#) (CAC login required)

CALL analysts have organized highly relevant documents on urban operations in the Joint Lessons Learned Information System (JLLIS). These communities of practice (COPs) are focused on helping commanders, staff, and Soldiers plan and execute urban operations by identifying, sharing, and discussing issues, lessons

learned, and best practices. To meet this intent, the COPs require participation from outside communities, so CALL asks for participation from organizations, such as Training and Doctrine Command (TRADOC) units, schools, and centers of excellence, Army training centers, and Forces Command (FORSCOM) units. We invite all interested parties to join the collaborative [JLLIS COP](#) (CAC login required). Members can easily upload relevant urban operations documents to share and allow access across the joint community; start and participate in discussions; and submit an issue, lesson learned, or best practice. For classified discussions and documents, please join us on the secure JLLIS site. The COP is number 709 and titled *Complex Urban Operation and Megacities*. The featured catalog contains only a small sample of the available JLLIS urban operations documents. For more information on the community of practice please call our request for information (RFI) line 913-684-3035.



### [Asymmetric Warfare Group: Russian New Generation Warfare Handbook](#) (CAC login required)

This handbook examines the tactics and equipment used by Russian forces in Ukraine as the military component of its New Generation Warfare doctrine. The Asymmetric Warfare Group (AWG) describes the Russian military's capabilities and applications of combat power.

This handbook also presents recommendations for U.S. battalions and brigade combat teams to counter these Russian methods of war. The war in Ukraine is ongoing. Russian forces remain involved in Syria and continue to improve from their successes and shortfalls. We, as American Soldiers, must do the same. As the saying goes, "Only fools learn from their mistakes. The wise man learns from the mistakes of others."



### **Hot Topic -- OIR: Mosul Collection**



The United States has been engaged in a protracted conflict in Iraq since 2003 with Operation Iraqi Freedom. On 15 OCT 2014, the United States Central Command designated Operation Inherent Resolve as the name for U.S. military operations against the Islamic State in Iraq and Levant (ISIL) in Iraq and Syria. These actions set the stage for U.S. and coalition forces to begin training the Iraqi Security Forces to eliminate the terrorist group ISIL and the threat it poses to Iraq.

The Center for Army Lessons Learned, in coordination with several U.S. Army and joint entities, initiated collection efforts for the ongoing operations to retake Mosul, Iraq, to capture lessons and best practices to improve U.S./ coalition support to a host nation during future Mosul-like operations. This initiative is bracketed at the operational (Combined-Joint Force Land Component Command-Operation Inherent Resolve) to tactical (boots-on-the-ground) levels of war across the four phases (shape, isolate, clear, and hold) of operations in northern Iraq. The end of the hold phase begins the 90-day timeline to produce a special bulletin. Expect interim initial impressions reports as the operation moves forward.

For additional information, or to join the Mosul collection community of interest, please call our RFI line at 913-684-3035.

### **News From the Front (NFTF)**

#### [NFTF: The Role of the NCO Inside the BCT Main Command Post](#)

A noncommissioned officer's (NCO's) role in a command post is truly no different from his or her role at the tactical level. NCOs organize Soldiers for the mission by creating a battle roster that reflects the Soldiers and equipment assigned. NCOs identify the training that needs to be conducted in each of the categories of a command post and create teams responsible for specific tasks that support the overall collective tasks of establishing the command post. NCOs create processes that support efficiency, both in the establishment and during operations of the command post, and then we rehearse those processes until they become as familiar as a battle drill. This is an NCO's role in a command post, the same role we have executed since the days of the blue book and the same duties and responsibilities we executed in those all too familiar company teams. It is our job to master those fundamentals of command post operations in order to bring the brigade combat team closer to mastering the fundamentals of combined arms maneuver. [JLLIS link](#) (CAC required).



### [NFTF: CJFLCC-OIR Forward Logistics Element Ammunition Storage](#) (CAC login required)

This article documents the meeting between the CALL liaison officer (LNO) to Combined Joint Task Force-Iraq (CJTF-I) and the Erbil Forward Logistics Element (FLE) officer-in-charge (OIC) at Erbil Airbase last spring. This report explores some of the challenges with ensuring adequate ammunition is available to support ongoing operations and provides other observations and best practices of the ammunition holding area (AHA). [JLLIS link](#) (CAC required).

### [NFTF: 369th CBRN Detachment: Forward Deployment Observation Report](#) (CAC login required)

CJTF-Operation Inherent Resolve (OIR) requested chemical assets be deployed to Iraq to provide immediate response to emerging threats. To fulfill this mission, the 369th Chemical, Biological, Radiological, and Nuclear (CBRN) Company deployed in the U.S. Central Command (CENTCOM) area of responsibility and was stationed at Camp Buehring, Kuwait, in support of Operation Spartan Shield, the Kuwait defense mission. This NFTF article documents the unit's observations and lessons from its time in theater.

### [NFTF: Echoes From The Past: Fire Support in Operation Inherent Resolve](#) (CAC login required)

This NFTF article describes field artillery (FA) fire support provided to OIR. Understanding the operational environment in Iraq is vital in order to understand the lessons learned. The experiences and best practices developed by the unit's leadership cannot be fully appreciated without an understanding of the situation on the ground. For the artilleryman in Iraq, the situation is comparable to what American artillerymen faced a century ago. For U.S. Army artillery at the tactical level, the weight of effort falls more to defensive operations and the tasks of defeating the enemy, gaining time, and developing conditions favorable for offensive tasks. The similarities between World War I and the current war will become even more apparent throughout this examination of the lessons learned and best practices of FA in Iraq. [JLLIS link](#) (CAC required).

### [NFTF: Combat Trains Command Post \(CTCP\) Operations](#)

Support for reconnaissance operations is the inherent responsibility of the combat trains command post (CTCP). The CTCP is charged with maintaining the momentum of the operation through supporting the maneuver plan. The squadron's success is contingent on a CTCP's ability to resource and maintain the squadron's three reconnaissance troops through a task organization inclusive of logistical, administrative, and maintenance functions. [JLLIS link](#) (CAC required).

### [NFTF: Combined Joint Interagency Task Force \(CJIATF\)-Syria Law of Armed Conflict Compliance Cell](#) (CAC login required)

The FY15 National Defense Authorization Act (NDAA), Section 1209, authorizes the U.S. Army mission to train and equip select Syrians. Within Section 1209 is the requirement that we support only "appropriately vetted Syrians." The Syria train and equip mission is intended to build the capability of the appropriately vetted Syrian fighters so that they can defend the Syrian people from attacks by Daesh and secure territory controlled by the Syrian opposition; protect the United States, its friends and allies, and the Syrian people from threats posed by terrorists in Syria; and promote the conditions for a negotiated settlement to end the conflict in Syria. This article describes the procedures established by CJIATF-Syria to monitor this process and to monitor operations conducted by these vetted forces for violations of the Law of Armed Conflict. [JLLIS link](#) (CAC required).

### [NFTF: Tomahawks Take on NTC: Strykers in a Complex Fight](#) (CAC login required)

In August of 2015, 4th Battalion, 23rd Infantry Regiment, Second Brigade Combat Team (4-23 IN) "Tomahawks" began preparations to deploy to the NTC at Fort Irwin, CA, Rotation 16-03. While at the NTC, the Tomahawks achieved success during urban operations in two of the population centers, Ujen and Razish. The battalion was able to secure both objectives, suffering minimal casualties throughout the operation. This article documents some proven methods used to train Soldiers for NTC and how to fight Strykers in urban terrain. The discussion centers around the battalion's training; planning, preparation, and execution for urban objectives; and the lessons learned from fighting in urban environments from a Stryker platform.



**[NFTF: SUAS Operations at NTC](#)** (CAC login required)

Introduced to the Army over a decade ago, the RQ-11 Raven is a hand-launched, small unmanned aerial vehicle (SUAV) that provides day and night aerial intelligence, surveillance, and reconnaissance (ISR) and target acquisition capability for battalion and below ground-maneuver elements. The RQ-11 Raven has been employed in combat in Afghanistan, Iraq, and other locations around the world. However, there is limited doctrine on the employment of small unmanned aerial systems (SUAS) at echelons below the battalion in the decisive action training environment (DATE). During a recent NTC rotation, a Stryker unit experimented with the employment of SUAS in support of combat operations and experienced many successes and challenges due to the constraints of the training environment.

**[NFTF: The Role of Religion in Colombia's Reconciliation](#)**

As the decades-long conflict between the Colombian military and the Fuerzas Armadas Revolucionarias de Colombia (FARC) comes to an end, the reconciliation process presents a multitude of challenges. As Colombia's national government attempts to expand its reach from urban areas into vast swaths of previously ungoverned rural territory, military, law enforcement, and social services personnel will encounter a newly minted demilitarized zone populated by indigenous peoples suffering from illiteracy, poverty, and the ravages of civil war. The end of the Colombian conflict instantly presents new priorities for national and regional leaders including the creation of infrastructure, the establishment of law and order, and the reintegration of rebel warriors into Colombian society. This article addresses the role that organized religion can play in this daunting process that includes repentance, forgiveness and ultimately, reconciliation. [JLLIS link](#) (CAC required).

**[NFTF: The Sacramental Staff Officer](#)**

The author, a U.S. Army chaplain, accompanied an Army South contingent to Santiago, Chile, to participate as part of the Combined Forces Land Component Command (CFLCC) element of the multinational exercise PANAMAX from 24 JUL to 7 AUG 2016. The mission included providing religious support to Army South personnel and, just as importantly, establishing a productive working relationship with a Chilean Army chaplain to advise the commander and respond to exercise requirements involving religious support at the CFLCC level. [JLLIS link](#) (CAC required).

***Volunteers Needed!***

CALL is seeking highly motivated U.S. Army CPTs, MAJs, LTCs, MSGs, and SGMs to serve as embedded liaison officers (E/LNOs) in Southwest Asia (Kuwait, Afghanistan, and Iraq). Prospective officers and noncommissioned officers (NCOs) must be worldwide deployable, meet Army height/weight standards, and be comfortable working in brigade, division, and higher headquarters settings. These positions require interaction with general officers and senior staff members, so excellent writing and speaking skills are a must. CALL E/LNOs perform a vital role integrating into the supported commands' staff and serve as the subject matter expert (SME) on lessons learned and lessons learned management. Additionally, as the forward analytical collection element (FACE) of CALL, E/LNOs conduct collections of lessons and best practices for CALL via temporary duty travel as well as the directed collection priorities of the supported command. Finally, E/LNOs provide reachback capabilities for the supported units to CALL and its massive archive systems and SMEs on multiple disciplines. These positions are open to Active Component Army, Army National Guard, Active Guard Reserve, Army Reserve, and Individual Ready Reserve (IRR) Soldiers. These positions are not open to retirees, O1-O2s, or E1-E6s at this time. If you are interested in applying or would like additional information please call our RFI line at 913-684-3035.

***In Case you Missed It***

**["The Most Effective Weapon on the Modern Battlefield is Concrete"](#)**: With the recent focus on urban operations, recommend reading this insightful article from MAJ John Spencer on the utility of concrete in urban environments. "No other weapon or technology has done more to contribute to achieving strategic goals of providing security, protecting populations, establishing stability, and eliminating terrorist threats."

### **Joint Readiness Training Center**



The JRTC Operations Group used November and December as an opportunity to prepare for next year: a new Observer Coach Trainer Academy curriculum went into effect and CALL contributed to the effort, providing classes and CALL products. Meanwhile, the CALL LNO posted four draft newsletters with 65 articles to CALL for production. Mr. Odom collected rotational take-home packages (THPs) and sanitized five THPs with 2,000 pages to support semiannual trends collection for 3rd and 4th quarter fiscal year (FY) 16, now underway. LTC Michael King is now on board with the CALL LNO office and is strengthening outreach to Operations Group and other JRTC units and organizations.

### **National Training Center**



As the NTC continues to train BCTs and their unified action partners across the full range of military operations, we would like to say farewell to MG Joseph Martin, who left NTC to take command of the 1st Infantry Division. Throughout his command at NTC, MG Martin and CALL worked together to disseminate best practices and lessons learned to the operational Army. The latest product is a handbook titled *Scouts in Contact*. This handbook provides commanders a tool to train young scouts to think through complex tactical problems and communicate clear, concise, and executable orders. The vignettes featured in this handbook will challenge commanders at every level and enable meaningful learning as the scouts undertake a planning effort to deconstruct the problem set. Furthermore, they will provide the opportunity to shape and improve the understanding of reconnaissance and security fundamentals. CALL would also like to welcome BG Jeff Broadwater as the new commander of NTC and Fort Irwin. We look forward to working with him.

### **Joint Multinational Readiness Center**



Upon the completion of rotation 17-01, Allied Spirit V, a United States Army Europe (USAREUR)-directed exercise focused on multinational unified land operations and promoting integration and interoperability with partners from seven nations, JMRC recently concluded training in November for rotation 17-02, which featured the 37th Infantry BCT (Ohio Army National Guard). The Buckeye Brigade conducted its multinational battle group-level mission rehearsal exercise in preparation for its Kosovo Force (KFOR) deployment during its mission involving peace support, stability, and contingency operations (KFOR XXII). Soldiers from 11 countries participated in the event.

After CALL recently published newsletter 16-29, *Decisive Action Training Environment at the JMRC, Volume III* (printed copies now available), work is underway for producing a fourth volume, which is intended for public release. Article collections also continue for building a fifth volume. These volumes are intended to supplement the information contained in CALL handbooks 15-17 and 16-18, which encompass multinational interoperability skills needed by BCT Soldiers and leaders for future success during the conduct of unified land operations.

### **U.K. Exchange**



CALL welcomed Brigadier Angus Watson, Assistant Chief of Staff Warfare, British Army, as part of an annual U.S./UK lessons and doctrine exchange. During his visit, the general and his team were briefed on the U.S. Army lessons learned process and integration; key joint and unified action partner lessons learned from joint exercises and ongoing operations; and tactical and operational lessons from training exercises, highlighting both combat training center rotations and home station training. At the conclusion of the visit, COL Mike Pappal, CALL director, presented Brigadier Watson with a plaque in appreciation for the cooperation and support between our organizations.

**Kosovo Security Force and CALL**



CALL military analysts visited Kosovo 12-18 NOV 16 assisting/ advising the Kosovo Security Force (KSF) Training and Doctrine Command's Lessons Learned Division in analyzing observations from the KSF's recent capstone exercise "Eagle V." Eagle V was a refugee-control exercise driven by injected events and situations to train the KSF on refugee flow problems common to Europe today. The endstate of CALL's KSF assistance was the writing of an initial impressions report (IIR) highlighting doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) recommendations for integration into the KSF. CALL's participation was Phase III of a U.S. Army Security Assistance Training Management Office (SATMO)-CALL effort to enhance the capabilities of the KSF. During Phase I (OCT 2014) and Phase II (OCT 2015), respectively, CALL provided lessons learned academic instruction and advice/assistance in conducting collections. SATMO's focus is KSF training and exercise scenario development to further enhance KSF individual and collective security skills.

**ABCA AWA Collection**

CALL served as team lead for the American, British, Canadian, Australian and New Zealand (ABCA) Army Warfighting Assessment (AWA) 17 collection in El Paso, TX, 16-30 OCT 2016. The focus for collection was interoperability in intelligence, fires, information management, and command information systems. At the conclusion of the exercise, the team lead produced a "snapshot" that was briefed to the ABCA executive council session in November. Detailed analysis was then conducted under the guidance of the lead, with insights provided to the ABCA Lessons Review Board in December.

**Register now for LL Workshop!**

CALL will host the FY18 Army Lessons Learned Workshop (ALLSWS) 28-29 MAR 2017 at the Frontier Conference Center, Fort Leavenworth, KS. This annual event consolidates and endorses topics to drive Army collection, analysis, and product development for the upcoming fiscal year. For more information, or to register, go to <https://combinedarmscenter.army.mil/collaboratives/OEFLForum/ALLP/default.aspx> (CAC required).

**Yama Sakura 71**



CALL analysts recently conducted lessons learned training for Japanese officers and an Australian officer as part of Yama Sakura 71 at Camp Kengun, Japan. Training focused on the nuances of collection and analysis. This training will lead to production of a multilateral, joint, combined Japanese, Australian, and U.S. IIR. Yama Sakura is an annual Japan-U.S. bilateral command post exercise that enhances regional stability and cooperation.

**Community Service**



Two CALL military analysts participated as motorcycle escorts for the American Veterans Traveling Tribute Vietnam Wall when the exhibit made its stop at Leavenworth, KS. The traveling wall is 360 feet long and is an 80 percent replica of the Vietnam Veterans Memorial in Washington, D.C.



**Lessons Learned Course Training**



We need your after action reviews (AARs) and other lessons learned (LL) documents to help the Army run as efficiently and effectively as possible! All brigades and higher (or specialty units/units that deploy and operate separately) must have a LL program (LLP). We have been extremely busy this period conducting training for Soldiers, civilians, and contractors on how to implement LL and use the Joint Lessons Learned Information System (JLLIS).

CALL conducted a LL course 31 OCT-4 NOV 16 at Fort Leavenworth. Fourteen Soldiers, Airmen, and civilians from CALL; USAREUR; Arkansas ARNG; Colorado ARNG; Texas ARNG; U.S. Army Reserve Command (USARC)(PA); 504 Military Intelligence Brigade, Fort Hood, TX; and the 18th U.S. Air Force Weather Squadron, Fort Bragg, NC, attended the course.

CALL conducted another LL course from 1-5 DEC 16. Students included personnel from CALL, NTC, Mission Command Training Program (MCTP), Cyber Center of Excellence (CoE), Army School of Music, 75th Training Division (Gulf and Atlantic Divisions), 94th Training Command (Puerto Rico), Utah ARNG, and Dugway Proving Grounds Garrison.

This course is an Army Training Requirements and Resources System (ATRRS) course (00-F5/000-F4 [MC]) and will train your leaders to implement a lessons learned program. See your unit ATRRS or training clerk to request a seat now!

Fiscal Year 17 CALL LL course dates at Fort Leavenworth are:

- Class 003, 27 FEB-3 MAR 17
- Class 004, 1-5 MAY 17
- Class 005, 26-30 JUN 17
- Class 006, 14-18 AUG 17
- Class 007, 25-29 SEP 17

More information about the course, available dates, and how to register can be found at: <http://usacac.army.mil/organizations/mccoe/call/ll-course.aspx>.

**Lessons Learned Mobile Training**



CALL conducted a LL course for 18 U.S. Army Africa (USARAF) staff members via mobile training team (MTT) 16-18 NOV 16 at Vicenza, Italy. The goal was to not only implement U.S. Africa Command's directed policy and guidance to establish an LLP, but also to develop a system of record process within USARAF capable of recording AARs, LLs, and best practices. USARAF will use JLLIS within the command in future exercises and taskings and to serve as a repository of information to those outside of, or coming to, USARAF.

CALL is working with several other organizations to conduct the lessons learned course by MTT. Contact us if you are interested in scheduling an MTT.

**CALL Deputy Authors Paper**

CALL is pleased to share that our deputy director, Marcus Majure, recently co-authored the Association of the United States Army's Land Warfare Paper 111, [Characteristics of Army Reserve Officer Training Corps Leader Development](#). In this paper, the authors look at two ROTC programs in the light of two models of leader development over a period of eight years to assess leader development characteristics and the effectiveness of U.S. Army Cadet Command (ROTC) program implementation. The models of leader development referred to — the Army Leader Development Program and the Higher Education Research Institute's A Social Change Model of Leadership Development: Guidebook Version III (Astin and Astin, 1996) — were both observed as being properly implemented at the two ROTC programs, resulting in characteristics of commitment, values, cultural orientation, experiential learning, intellectual self-development, mentoring, and leader assessment.



**Coming Soon to CALL**

**Tactical Combat Casualty Care Handbook**

Tactical Combat Casualty Care (TCCC) has saved hundreds of lives during the nation's conflicts in Iraq and Afghanistan. Nearly 90 percent of combat fatalities occur before a casualty reaches a medical treatment facility. The prehospital phase of care is the focus to reduce deaths in combat; however, few military physicians have had training in this area. The TCCC effort has transcended Service and medical specialty differences, expertly processed new information, and developed evidence-based, best-practice guidelines that have completely transformed battlefield trauma care.

**CBRN Graphic Training Aids (GTAs)**

The AWG has teamed with CALL, the Maneuver Support CoE, the Army Medical Department (AMEDD), and others from the worldwide CBRN community (including 20th CBRN, 8th Army, and 2nd Infantry Division) to produce the first two of a series of five counter-weapons of mass destruction (CWMD)-CBRN GTAs for field use. This effort has further extended to include input from the worldwide CBRN network. The GTAs will cover combat casualty care, wear and use of individual protective equipment, CBRN detection, a small unit leader's guide, and CWMD planning

**Theater Security Cooperation-The Military Engagement Team Handbook**

This handbook will describe how the unique experiences and skills of the military engagement team (MET) enable the successful execution of military-to-military engagements. The MET conducts these engagements through security cooperation with regional military partners in the designated Army Service component command (ASCC) area of responsibility (AOR) in order to develop relationships, enhance partner capabilities, and enhance interoperability, all of which support regional stability and security. The MET utilizes its extensive military and civilian skills to promote conditions for cooperation, regional security, and regional stability one engagement and one relationship at a time.

**JAGIC Handbook**

The upcoming Joint Air-Ground Integration Center (JAGIC) Handbook provides the division commander and staff a powerful Joint team to rapidly integrate and synchronize Army and Joint fires, while controlling division assigned airspace. The JAGIC is modular and scalable designed to integrate and coordinate fires and air operations over and in the division commander's area of operation. This "smart book" is designed to exploit lessons and best practices from numerous warfighter exercises, experiments, and named operations in order to empower division commanders' and their staffs to learn from others. These insights should prove invaluable to division commanders and their staffs to discern and apply to their respective organizations to avoid inefficiencies and maximize mission effectiveness, while reducing ramp-up time to implement and execute. The JAGIC is the division commander's weapon system.

**Atlantic Resolve: Building a Stronger Europe**

Operation Atlantic Resolve is a demonstration of continued U.S. commitment to collective security through a series of actions designed to reassure NATO allies and partners of America's dedication to enduring peace and stability in the region. These training events improve interoperability, strengthen relationships among allied armies, contribute to regional stability, and demonstrate U.S. commitment. This handbook will provide the 16th Sustainment Brigade's lessons during Operation Atlantic Resolve. These include lessons from reception, staging, onward movement (RSOM), theater sustainment, movement control, fuel distribution, and more.

**Social Media**

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**Joint Lessons Learned Information System [JLLIS](#)**