U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

W651 OCT 04

ARMY OPERATIONS

STUDENT HANDOUT

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix D

Student Handouts

This Appendix Contains

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Chapter 1, FM 3-06.11	SH-2 (SH-2-1 thru SH-2-17)
SH-3, Appendix L, FM 7-10	SH-3 (SH-3-1 thru SH-3-37)
SH-4, Student Notes	SH-4 (SH-4-1 to SH-4-10)
SH-5, FM 3-0 Reading Assignments	SH-5 (SH-5-1 to SH-5-4)

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of four hours of small group instruction.

Overview

FM 3-0, Operations, is the current tactical and operational doctrine under which the Army fights today. Leaders at all levels need to understand and apply this doctrine to unit planning. Worldwide urban growth and the shift of populations from rural to urban areas affect Army operations. Urban areas will most probably constitute future battlefields. All major Army operations most likely include urban operations (UO) in the foreseeable future.
There is a high probability that the US Army may face engagement by threat forces intermingled with the civilian population. Units using the procedures (TTP) outlined in this manual must follow the specific rules of engagement (ROE) issued by their headquarters and the laws of land warfare.

In this lesson we will discuss information from FMs 3-0, 3-06.11 and 7-10 to help you understand the Army's keystone doctrine as it applies to full spectrum operations.

Learning Objective

Terminal Learning Objective (TLO).

Action:	Recognize the Army's keystone doctrine for operations.
Conditions:	As a first sergeant in a classroom environment, given FM 3-0, FM 3-06.11 (SH-2), and FM 7-10 (SH-3).
Standard:	Recognized the Army's keystone doctrine for operations IAW FM 3-0, FM 3-06.11 (SH-2), and FM 7-10 (SH-3).

ELO 1 Discuss the Army's role in peace, conflict, and war.
ELO 2 Discuss the fundamentals of full spectrum operations, battle command, and the operations process.
ELO 3 Identify offensive operations.
ELO 4 Describe the fundamentals and characteristics of urban operations.

Assignment

The student assignments for this lesson are:

- Skim FM 3-0 reading assignments found in Student Handout 5.
- Read Student Handout 2 and Student Handout 3.

Additional Subject Area Resources

None

Bring to Class

- Pen or pencil and writing paper.
- All reference material received for this lesson.

Student Handout 2

Student Handout

This Student Handout contains17 pages extracted from Chapter 1, FM 3-06.11. It is verbatim from the FM and may contain grammatical errors and passive voice.

THIS PAGE LEFT BLANK INTENTIONALLY

CHAPTER 1
INTRODUCTION

"The rapid growth of the number and size of urban centers, especially in regions of political instability, increases the likelihood that US forces will be called upon to conduct MOUT."
Defense Science Board, October 1996

It is estimated that by the year 2010, seventy-five percent of the world's population will live in urban areas. Urban areas are expected to be the future battlefield and combat in urban areas cannot be avoided. This manual provides commanders, leaders, and staffs at brigade level and below with a discussion of the principles of urban operations and tactics, techniques, and procedures for fighting in urban areas.

Section I. GENERAL CONSIDERATIONS

Urban operations (UO) are not new to the US Army. Throughout its history the Army has fought an enemy on urban terrain. What is new is that urban areas and urban populations have grown significantly during the late twentieth century and have begun to exert a much greater influence on military operations. The worldwide shift from a rural to an urban society and the requirement to transition from combat to stability and support operations and vice-versa have affected the US Army's doctrine. The brigade will be the primary headquarters around which units will be task-organized to perform UO. Companies, platoons, and squads will seldom conduct UO independently, but will most probably conduct assigned missions as part of a battalion task force urban operation. This section provides the necessary background information that facilitates an understanding of how higher level commanders plan and conduct UO.

1-1. DEFINITIONS

Terms specific to UO are defined herein.

a. **Urban Operations.** UO are operations planned and conducted in an area of operations (AO) that includes one or more urban areas. An urban area consists of a topographical complex where man-made construction or high population density is the dominant feature. UO usually occur when—

- The assigned objective lays within an urban area and cannot be bypassed.
- The urban area is key (or decisive) in setting and or shaping the conditions for current or future operations.
- An urban area is between two natural obstacles and cannot be bypassed.
- The urban area is in the path of a general advance and cannot be surrounded or bypassed.
- Political or humanitarian concerns require the control of an urban area or necessitate operations within it.
- Defending from urban areas supports a more effective overall defense or cannot be avoided.

• Occupation, seizure, and control of the urban area will deny the threat control of the urban area and the ability to impose its influence on both friendly military forces and the local civilian population. Therefore, friendly forces can retain the initiative and dictate the conditions for future operations.

b. **METT-TC**. The tactics, techniques and procedures (TTP) the commander selects for each mission, whether in open or urban terrain, are always dependent upon the factors of mission, enemy, terrain, troops, and time available. Traditionally, the acronym "METT-T" has been used to help leaders remember this set of factors as they plan a mission. An effect of the increasing importance of urban areas is the addition of civil considerations (METT-TC).

c. **Urban Combat**. These offensive and defensive operations are the part of UO that include a high density of Infantry-specific tasks. Urban combat operations are conducted to defeat an enemy on urban terrain who may be intermingled with noncombatants. Because of this intermingling, and the necessity to limit collateral damage, the rules of engagement (ROE) and the restrictions placed on the use of combat power may be more restrictive than under other combat conditions.

d. **Categories of Urban Areas**. An urban area is a concentration of structures, facilities, and people that form the economic and cultural focus for the surrounding area. Operations are affected by all five categories of urban areas. Cities, metropolises, and megalopolises with associated urban sprawl cover hundreds of square kilometers. Brigades and below normally operate in these urban areas as part of a larger force. Extensive combat in these urban areas involves units of division level and above.

• Villages (population of 3,000 inhabitants or less). The brigade's area of operations (AO) may contain many villages. Battalions and companies bypass, move through, defend from, and attack objectives within villages as a normal part of brigade operations.

• Towns (population of over 3,000 to 100,000 inhabitants and not part of a major urban complex). Operations in such areas normally involve brigades or divisions. Brigades may bypass, move through, defend in, or attack enemy forces in towns as part of division operations.

• City (population over 100,000 to 1 million inhabitants).

• Metropolis (population over 1 million to 10 million inhabitants).

• Megalopolis (population over 10 million inhabitants).

e. **Conditions of Urban Operations.** Due to political and societal changes that have taken place in the late twentieth century, advances in technology, and the Army's growing role in maintaining regional stability, UO is conducted across the full spectrum of offense, defense, stability, and support. The full spectrum of UO will affect how units must plan and execute their assigned missions. The enemy's actions significantly affect the conditions of UO, which may transition from one condition to another rapidly. Units may be conducting operations under different conditions at two locations at the same time. The following definitions of the three general conditions of UO provide clarity, focus, and a mental framework for commanders and leaders conducting tactical planning for UO.

(1) **Urban Operations Under Surgical Conditions.** This condition is the least destructive and most tightly focused of all the conditions of UO. Operations conducted under surgical conditions include special-purpose raids, small precision strikes, or

small-scale personnel seizures or arrests, focused psychological or civil affairs operations, or recovery operations. They may closely resemble US police operations by special weapons and tactics (SWAT) teams. They may even involve cooperation between US forces and host nation police. Though conventional units may not be directly involved in the actual operation, they may support it by isolating the area or providing security or crowd control.

(2) **Urban Operations Under Precision Conditions.** Under precision conditions, either the threat is thoroughly mixed with noncombatants or political considerations require the use of combat power to be significantly more restrictive than UO under high-intensity conditions. Infantry units must routinely expect to operate under precision conditions, especially during stability and support operations.

(a) UO under precision conditions normally involve combat action, usually involving close combat. Some of this combat can be quite violent for short periods. It is marked, however, by the conscious acceptance by US forces of the need to focus and sometimes restrain the combat power used. The commander may bring overwhelming force to bear, but only on specific portions of the urban area occupied by the threat. He may choose different TTP in order to remain within the bounds of the more restrictive ROE. Tighter ROE demands strict accountability of individual and unit actions.

(b) When preparing for UO under precision conditions, commanders and leaders must realize that not only may the ROE change, but the TTP may change also. These changes require that soldiers be given time to train for the specific operation. For example, when clearing a room, units may modify the procedure of first throwing a grenade (fragmentation, concussion, stun) into the room before entering. This procedure may be done to lessen the possible casualties among noncombatants interspersed with the enemy. (See Chapter 3 for more information.)

(3) **Urban Operations Under High-Intensity Conditions**. These conditions include combat actions against a determined enemy occupying prepared positions or conducting planned attacks. UO under high-intensity conditions require the coordinated application of the full combat power of the joint combined arms team. Infantry units must be prepared at all times to conduct violent combat under conditions of high-intensity UO.

(a) An Infantry unit's mission is normally to seize, clear, or defend urban terrain, engaging and defeating the enemy by using whatever force is necessary. Although the changing world situation may have made high-intensity UO less likely, it represents the high end of the combat spectrum, and units must be trained for it.

(b) Urban combat under high-intensity conditions is the most stressful of all operations in urban areas and can be casualty-intensive for both sides. Even though the fully integrated firepower of the joint combined arms team is being used, commanders must still prevent unnecessary collateral damage and casualties among noncombatants.

f. **Stability Operations and Support Operations.** The Army has further categorized military operations other than war (MOOTW) as stability and support operations. Units conduct these operations, which are normally short of actual combat, to support national policy. Recent examples include famine relief operations in Mogadishu, Somalia; evacuation of noncombatants in Monrovia, Liberia; and peace enforcement in Bosnia.

(a) During a stability or support operation, units perform many activities not necessarily contained in their mission-essential task list (METL). Essentially, the unit

accomplishes these activities through execution of tactical missions, such as security patrols, establishing roadblocks and checkpoints, base defense, and so forth.

(b) While stability and support operations can occur anywhere, they will most likely occur in an urban environment. These operations can resemble UO under precision conditions and can easily transition into combat operations. (Additional TTP and lesson plans are contained in Chapter 14 of TC 7-98-1, Stability and Support Training Support Package.)

g. **Confusion and Crossover Between Conditions.** As in Mogadishu, many types of operations may occur at the same time and certain types of operations can easily be transformed into others by enemy actions. The specific type of conditions may not have much meaning to the individual soldier, but the ROE must be understood and adhered to by all.

1-2. FULL SPECTRUM OPERATIONS/URBAN OPERATIONS CONCEPT

The UO are conducted within the operational framework of decisive, shaping, and sustaining operations (FM 3-0[FM 100-5]). Army units will conduct offensive, defensive, stability, and support (ODSS) operations within the operational framework shown in Figure 1-1. These operations comprise the spectrum of UO that a brigade must be prepared to conduct (Figure 1-2).

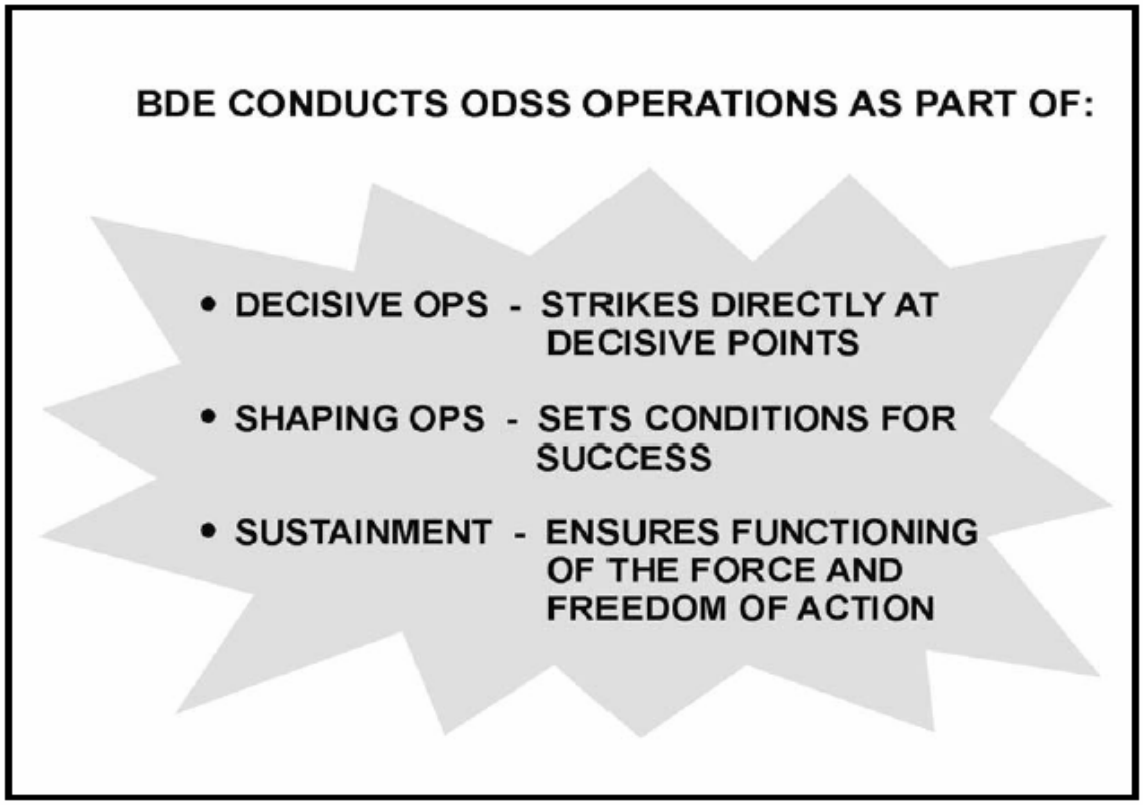


Figure 1-1. Operational framework.

a. Army operational commanders assigned to conduct UO—

- Continually *assess* the urban environment to determine effects on operations.
- Conduct *shaping* operations that emphasize isolation and set the conditions for decisive operations.
- *Dominate* through simultaneous and or sequential operations that establish and maintain preeminent military control over the enemy, geographical area, or population.
- Plan for and execute *transitions* between mission types and forces, and ultimately to the control of a non-Army agency.

b. Brigades must plan for and be prepared to conduct UO within the operational concept shown in Figure 1-2, which depicts the potential simultaneity of UO. Brigades must be prepared to transition from one type of ODSS operation to another. How brigades prepare for and execute ODSS operations will be determined by the factors of METT-TC. (Within mission considerations, the ROE will have significant importance.)

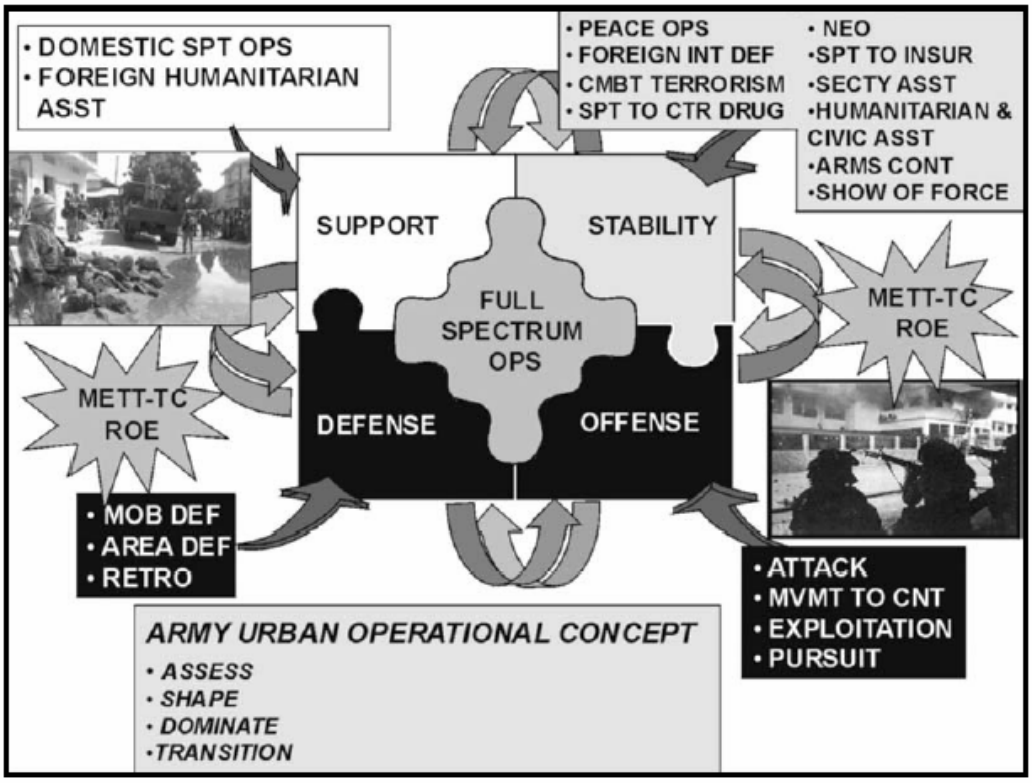


Figure 1-2. UO spectrum of operations/operational concept.

1-3. TACTICAL CHALLENGES

Companies, platoons and squads do not normally operate independently while conducting UO. The battalions to which they are assigned will face a number of challenges during the planning and execution of UO. The most likely challenges that units will face are discussed below.

a. **Contiguous and Noncontiguous Areas of Operations.** Brigades and battalions must be prepared to conduct ODSS operations in both contiguous and noncontiguous

areas of operations (AO). They may be required to command and control subordinate units and elements over extended distances, which may include deploying subordinate battalions and companies individually in support of operations outside the brigade's immediate AO.

NOTE: Under the IBCT concept companies may operate independently.

(1) Contiguous operations are conducted in an AO that facilitates mutual support ofcombat, combat support (CS), and combat service support (CSS) elements. They have traditional linear features including identifiable, contiguous frontages and shared boundaries between forces. Contiguous operations are characterized by relatively close distances between subordinate units and elements.

(2) In noncontiguous operations, subordinate units may operate in isolated pockets,connected only through the integrating effects of an effective concept of operations. Noncontiguous operations place a premium on initiative, effective information operations, decentralized security operations, and innovative logistics measures. They make mutual support of combat, CS, and CSS elements complicated, or hinder it by extended distances between subordinate units and elements.

b. **Symmetrical and Asymmetrical Threats.** In addition to being required to facesymmetrical threats, the brigade must be prepared to face threats of an asymmetrical nature.

(1) Symmetrical threats are generally "linear" in nature and include those threats that specifically confront the brigade's combat power and capabilities. Examples of symmetrical threats include conventional enemy forces conducting offensive or defensive operations against friendly forces.

(2) Asymmetrical threats are those that are specifically designed to avoid confrontation with the brigade's combat power and capabilities. These threats may use the civilian population and infrastructure to shield their capabilities from fires. Asymmetric threats may also attack the brigade and civilian population with weapons of mass destruction (WMD). Asymmetrical threats are most likely to be based in urban areas to take advantage of the density of civilian population and infrastructure. Examples of asymmetrical threats include terrorist attacks; EW, to include computer-based systems; criminal activity; guerilla warfare; and environmental attacks.

c. **Minimization of Collateral Damage and Noncombatant Casualties.** A condition that commanders and leaders will be required to confront during urban operations will be minimizing collateral damage and noncombatant casualties. This will have to be balanced with mission accomplishment and the requirement to provide force protection. Commanders must be aware of the ROE and be prepared to request modifications when the tactical situation requires them. Changes in ROE must be rapidly disseminated throughout the brigade. Commanders and leaders must ensure that changes to the ROE are clearly understood by all soldiers within the brigade.

d. **Quick Transition from Stability or Support Operations to Combat Operations and Back.** Commanders and leaders must ensure that contingencies are planned to transition quickly from stability and support to combat operations and vice-versa. For example, it may be tactically wise for commanders to plan a defensive contingency with on-order offensive missions for certain stability and support operations

that may deteriorate. An escalation to combat is a clear indicator that the stability or support operation failed. Units must always retain the ability to conduct offensive and defensive operations. Preserving the ability to transition allows units to maintain initiative while providing force protection. Subordinate commanders and leaders must be fully trained to recognize activities that would initiate this transition.

(1) ***Balanced Mindset.*** A balance must be achieved between the mindset of peace operations and the mindset of war fighting. Soldiers cannot become too complacent in their warrior spirit, but also must not be too eager to rely on the use of force to resolve conflict. This balance is the essence of stability operations and the fundamental aspect that will enable the unit to perform its mission successfully and avoid an escalation to combat. Proactive leaders that are communicating and enforcing the ROE are instrumental to achieving this mindset.

(2) ***Combat Skills Training.*** If the stability or support operation extends over prolonged periods of time, training should be planned that focuses on the individual and collective combat tasks that would be performed during transition to offensive and or defensive missions.

1-4. IMPORTANCE OF URBAN AREAS

Urban areas are the centers of finance, politics, transportation, communication, industry, society, and culture. Therefore, they have often been scenes of important military operations, both combat and noncombat. Today, more than ever before, UO will be conducted by joint forces (Table 1-1, page 1-8).

a. All UO do not involve combat. The US military has conducted several joint operations that have not required significant amounts of actual combat. Since the end of the war in Vietnam, the US has averaged about one major joint urban operation every other year. Some of these have been violent, such as in Panama and Mogadishu. Others have been very tense but involved little actual fighting, such as the stability operations conducted in Port au Prince, Haiti and Brcko, Bosnia. Many have been domestic support operations conducted in the US, such as the work done in Florida after hurricane Andrew or during the floods in North Dakota.

CITY	YEAR	CITY	YEAR
RIGA	1917	*SEOUL	1950
MADRID	1936	BUDAPEST	1956
WARSAW	1939	*BEIRUT	1958
ROTTERDAM	1940	*SANTO DOMINGO	1965
MOSCOW	1942	*SAIGON	1968
STALINGRAD	1942	*KONTUM	1968
LENINGRAD	1942	*HUE	1968
WARSAW	1943	BELFAST	1972
*PALERMO	1944	MONTEVIDEO	1972
*BREST	1944	QUANGTRI CITY	1972
*AACHEN	1944	SUEZ CITY	1973
ARNHEM	1945	XUAN LOC	1975
ORTONA	1944	SAIGON	1975
*CHERBOURG	1944	BEIRUT	1975
BRESLAU	1945	MANAGUA	1978
*WEISSENFELS	1945	ZAHLE	1981
BERLIN	1945	TYRE	1982
*MANILA	1945	*BEIRUT	1983
JERUSALEM	1967	NICOSIA	1958
*SAN MANUEL	1945	SIDON	1982
ALGIERS	1954	*COLON	1989
CARACAS	1958	*MOGADISHU	1993
*PANAMA CITY	1989	*KUWAIT CITY	1991
*GRENADA	1983	*MONROVIA	1994
*PORT AU PRINCE	1996	*SARAJEVO	1996
		*BRCKO	1997

*Direct US troop involvement.

Table 1-1. Cities contested during twentieth century conflicts.

b. Operations in urban areas are conducted to capitalize on the strategic and tactical advantages of the city, and to deny those advantages to the enemy. Often, the side that controls a city has a psychological or political advantage, which can be enough to significantly affect the outcome of larger conflicts.

c. Even during normally less violent stability operations, such as peacekeeping, combat can occur in cities. In developing nations, control of only a few cities is often the key to control of national resources. The US city riots of the 1960's and the guerrilla and terrorist operations in Santo Domingo, Caracas, Belfast, Managua, Mogadishu, and Beirut indicate the many situations that can occur as a result of UO.

d. Urban areas also affect military operations because of the way they alter the terrain. In the last 40 years, cities have expanded, losing their well-defined boundaries as they extended into the countryside. New road systems have opened areas to make them passable. Highways, canals, and railroads have been built to connect population centers. Industries have grown along those connectors, creating *strip areas*. Rural areas, although retaining much of their farm-like character, are connected to the towns by a network of secondary roads.

e. These trends have occurred in most parts of the world, but they are the most dramatic in Western Europe. European cities tend to grow together to form one vast urban area. Entire regions assume an unbroken urban character, as is the case in the Ruhr and Rhein Main complex. Such growth patterns block and dominate the historic armor avenues of approach, or decrease the amount of open maneuver area available to an attacker. It is estimated that a typical brigade sector in a European environment includes 25 small towns, most of which would lie in the more open avenues of approach (Figure 1-3). Increased urbanization also has had an effect on Africa and Latin America.

Populations have dramatically increased in existing cities and urban sprawl has led to the increased number of slums and shantytowns within those urban areas. In many cases, this urbanization has occurred close to the seacoast, since the interior of many third world nations is undeveloped or uninhabitable.

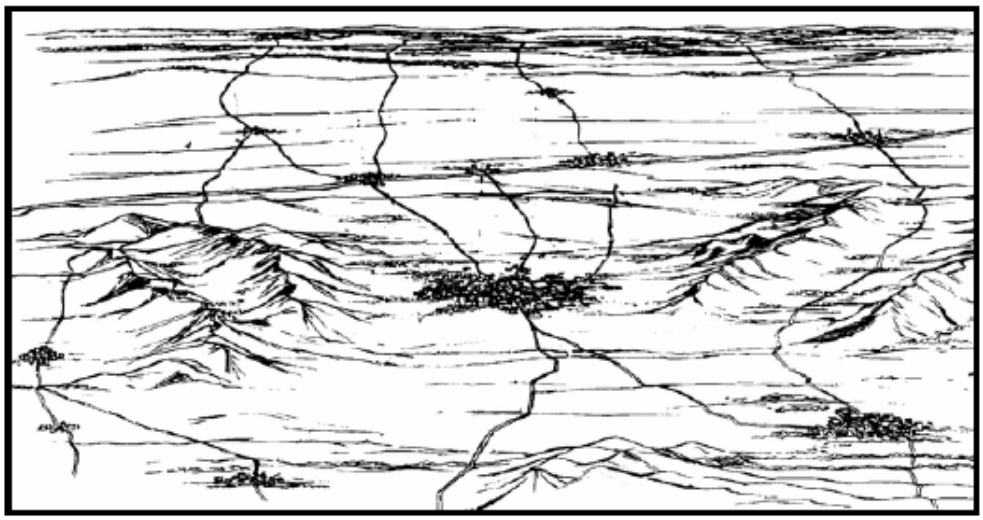


Figure 1-3. Urban areas blocking maneuver areas.

f. Extensive urbanization provides conditions that a threat force can exploit. Used with mobile forces on the adjacent terrain, conventional threat forces with antitank capabilities defending from urban areas can dominate avenues of approach, greatly improving the overall strength of the defense. Asymmetrical threats can use urban areas to offset US technological and firepower advantages.

g. Forces operating in such areas may have elements in open terrain, villages, towns, or small and large cities. Each of these areas calls for different tactics, task organization, fire support, and CSS.

1-5. FUNDAMENTALS OF URBAN OPERATIONS

The fundamentals described in this paragraph apply to UO regardless of the mission or geographical location. Some fundamentals may also apply to operations not conducted in an urban environment, but are particularly relevant in an environment dominated by manmade structures and a dense noncombatant population. Brigade and battalion commanders and staffs should use these fundamentals when planning UO.

a. **Perform Focused Information Operations and Aggressive Intelligence, Surveillance, Reconnaissance**. Information superiority efforts aimed at influencing non-Army sources of information are critical in UO. Because of the density of noncombatants and information sources, the media, the public, allies, coalition partners, neutral nations, and strategic leadership will likely scrutinize how units participate in UO. The proliferation of cell phones, Internet capability, and media outlets ensure close observation of unit activities. With information sources rapidly expanding, public information of Army operations will be available faster than the internal military information system (INFOSYS) can process it. Units can aggressively integrate information operations into every facet and at all levels of the operation to prevent

negative impacts. Under media scrutiny, the actions of a single soldier may have significant strategic implications. The goal of information operations is to ensure that the information available to all interested parties, the public, the media, and other agencies, is accurate and placed in the proper context of the Army's mission. While many information operations will be planned at levels above the brigade, tactical units conducting UO may often be involved in the execution of information operations such as military deception, operations security (OPSEC), physical security, and psychological operations. Brigades and battalions must conduct aggressive intelligence, security, and reconnaissance operations that will allow them to properly apply the elements of assess, shape, dominate, and transition to specific UO.

b. **Conduct Close Combat.** Close combat is required in offensive and defensive UO. The capability must be present and visible in stability UO and may be required, by exception, in support UO. Close combat in any UO is resource intensive, requires properly trained and equipped forces, has the potential for high casualties, and can achieve decisive results when properly conducted. Units must always be prepared to conduct close combat as part of UO (Figure 1-4).

Figure 1-4. Soldiers conducting close combat in an urban area.

c. **Avoid the Attrition Approach.** Previous doctrine was inclined towards a systematic linear approach to urban combat. This approach placed an emphasis on standoff weapons and firepower. It can result in significant collateral damage, a lengthy operation, and be inconsistent with the political situation and strategic objectives. Enemy forces that defend urban areas often want units to adopt this approach because of the likely costs in resources. Commanders should only consider this tactical approach to urban combat only when the factors of METT-TC warrant its use.

d. **Control the Essential.** Many modern urban areas are too large to be completely occupied or even effectively controlled. Therefore, units must focus their efforts on controlling only the essentials to mission accomplishment. At a minimum, this requires control of key terrain (Figure 1-5). The definition of key terrain remains standard: terrain whose possession or control provides a marked advantage to one side or another. In the urban environment, functional, political, or social significance may be what makes terrain key. For example, a power station or a building may be key terrain. Units focus on control of the essential so they can concentrate combat power where it is needed and

conserve it. This implies risk in those areas where units choose not to exercise control in order to be able to mass overwhelming power where it is needed.

Figure 1-5. Military airbase, an example of key terrain.

e. **Minimize Collateral Damage.** Units should use precision standoff fires, information operations, and nonlethal tactical systems to the greatest extent possible consistent with mission accomplishment. Operational commanders must develop unique ROE for each UO and provide necessary firepower restrictions. Information operations and nonlethal systems may compensate for some of these required restrictions, especially in stability operations and support operations. Moreover, commanders must consider the short and long term effects of firepower on the population, the infrastructure, and subsequent missions.

f. **Separate Combatants from Noncombatants.** Promptly separating noncombatants from combatants may make the operation more efficient and diminish some of the enemy's asymmetrical advantages. Separation of noncombatants may also reduce some of the restrictions on the use of firepower and enhance force protection. This important task becomes more difficult when the adversary is an unconventional force and can mix with the civil population.

g. **Restore Essential Services.** Tactical units may have to plan for the restoration of essential services that may fail to function upon their arrival or cease to function during an operation. Essential services include power, food, water, sewage, medical, and security. During planning for and the conduct of UO, the use of nonlethal and less destructive munitions and capabilities can help ensure that potentially vital infrastructure remains intact. Initially, Army forces may be the only force able to restore or provide essential services. However, units must transfer responsibility for providing essential services to other agencies, nongovernment organizations (NGOs), or the local government as quickly as possible.

h. **Preserve Critical Infrastructure.** Brigade and battalion commanders and staffs may have to analyze the urban area to identify critical infrastructure. Attempts to preserve the critical elements for post-combat sustainment operations, stability operations, support operations, or the health and well-being of the indigenous population may be required. Urban areas remain in the AO after combat operations have ceased and post-combat UO may be unavoidable. This requirement differs from simply avoiding collateral damage in that units may have to initiate actions to prevent adversaries from removing or destroying infrastructure that will be required in the future. In some cases, preserving critical infrastructure may be the assigned objective of the UO.

i. **Understand the Human Dimension.** Brigade and battalion commanders and staffs may have to carefully consider and manage the allegiance and morale of the civilian population that may decisively affect operations. The assessment of the urban environment must identify clearly and accurately the attitudes of the urban population toward units. Guidance to subordinates covering numerous subjects including ROE, force protection, logistics operations, and fraternization, is part of this assessment. Brigade and battalion commanders and staffs may also be required to consider the demographic variance in the attitudes of an urban population. Western cultural norms may not be appropriate if applied to a nonwestern urban population. Commanders and staffs must make their assessments based on a thorough understanding and appreciation of the local social and cultural norms of the population. Sound policies, discipline, and consideration will positively affect the attitudes of the population toward Army forces. Additionally, well-conceived information operations can also enhance the position of units relative to the urban population. Even during combat operations against a conventional enemy force, the sensitivity and awareness of units toward the civilian population will affect the post combat situation. The human dimension of the urban environment often has the most significance and greatest potential for affecting the outcome of UO.

j. **Transition Control.** UO of all types are resource intensive and thus commanders must plan to conclude UO expediently, yet consistent with successful mission accomplishment. The end state of all UO transfers control of the urban area to another agency or returns it to civilian control. This requires the successful completion of the Army force mission and a thorough transition plan. The transition plan may include returning control of the urban area to another agency a portion at a time as conditions permit. For brigades and below, transition may also include changing missions from combat operations to stability operations or support operations and vice–versa.

1-6. CHARACTERISTICS OF URBAN OPERATIONS

Many characteristics separate UO from other environments. US technological advantages are often not very useful during UO. Air power may not be of any assistance to an Infantry force fighting from buildings. An adept enemy will use the technique of "hugging" American forces to deny them use of their overwhelming firepower. The training and equipment for the fight against a mobile, armored threat may not necessarily be of much use in urban areas. Urban combat is primarily a small unit Infantry fight, requiring significant numbers of Infantry to accomplish the mission; however, combined arms must support the Infantry. Urban combat is characterized by moment-to-moment decisions by individual soldiers, which demonstrates the importance of ROE training. Commanders and leaders should facilitate this fight by anticipating what subordinates

will need to accomplish the mission. Unit goals must be speed, precision, and minimization of soldiers in close combat with the enemy. The greatest threats might be snipers, grenade launchers, booby traps, and rocket-propelled grenades (RPGs). Soldiers can expect booby traps on doorways and windows and on entrances to underground passageways.

a. **Changing Conditions.** Platoons and squads may find themselves executing missions in changing conditions during UO. The change from stability and support operations to combat operations and vice-versa will often change conditions from high-intensity to precision or the opposite. METT-TC factors and the ROE determine this change. ROE changes are normally made at echelons much higher than company and battalion, but they normally require that units modify the way they fight in urban areas. Squads and platoons will be required to select different TTP based on the conditions they face. The ROE will ultimately determine these conditions for the Infantry platoon and squad.

b. **Small-Unit Battles.** Units fighting in urban areas often become isolated or feel like they are isolated, making combat a series of small-unit battles. Soldiers and squad or team leaders must have the initiative, skill, and courage to accomplish their missions while isolated from their parent units. A skilled, well-trained defender has tactical advantages over the attacker in this type of combat. The defender may occupy strong covered and concealed static positions and conduct three-tier ambushes, whereas the attacker must be exposed in order to advance. Greatly reduced line-of-sight ranges, built-in obstacles, and compartmented terrain may require the commitment of more troops for a given frontage. While the defense of an urban area can be conducted effectively with relatively small numbers of troops, the troop density required for an attack in urban areas may be greater than for an attack in open terrain. Individual soldiers must be trained and psychologically ready for this type of operation.

c. **Communications.** Urban operations require centralized planning and decentralized execution. Therefore, effective vertical and horizontal communications are critical. Leaders must trust their subordinates' initiative and skill, which can only occur through training. The state of a unit's training and cohesion are vital, decisive factors in the execution of operations in urban areas.

(1) Structures and a high concentration of electrical power lines normally degrade radio communications in urban areas. Many buildings are constructed so that radio waves will not pass through them. Frequently, units may not have enough radios to communicate with subordinate elements as they enter buildings and move through urban canyons and defiles.

(2) Visual signals may also be used but are often not effective because of the screening effects of buildings, walls, and so forth. Signals must be planned, widely disseminated, and understood by all assigned, attached, or OPCON units. Increased noise makes the effective use of sound signals difficult. Verbal signals may also reveal the unit's location and intent to the enemy.

(3) Messengers and wire can be used as other means of communication. Messengers are slow and susceptible to enemy fire when moving between buildings or crossing streets. Wire is the primary means of communication for controlling the defense of an urban area. It should be considered as an alternate means of communications during

offensive operations, if assets are available. However, wire communications can often be cut by falling debris, exploding munitions, and moving vehicles.

d. **Noncombatants.** Urban areas, by their very nature, are population centers. Noncombatants will be present and will affect both friendly and threat courses of action across the spectrum of UO. Besides the local inhabitants, refugees, governmental and NGOs, and the international media are likely to be present. For example, during the fighting in Grozny, 150,000 refugees were added to a prefight population of 450,000. There were 50,000 civilian casualties during the fight. Units must be prepared to deal with all categories of noncombatants

e. **High Expenditure of Ammunition.** Units conducting UO use large quantities of ammunition because of short ranges, limited visibility, briefly exposed targets, constant engagements, and requirements for suppression. AT4s, rifle and machine gun ammunition, 40-mm grenades, hand grenades, and explosives are high-usage items in this type of fighting. When possible, those items should be either stockpiled or brought forward on-call, so that they are easily available.

f. **Increased Casualties.** More casualties occur because of shattered glass, falling debris, rubble, ricochets, urban fires, and falls from heights. Difficulty in maintaining situational awareness also contributes to this problem because of increased risks of fratricide. Stress-related casualties and nonbattle injuries resulting from illnesses or environmental hazards, such as contaminated water, toxic industrial materials (TIM), and so forth, also increase the number of casualties.

g. **Limited Mounted Maneuver Space.** Buildings, street width, rubble, debris, and noncombatants all contribute to limited mounted maneuver space inside urban areas. Armored vehicles will rarely be able to operate inside an urban area without Infantry support.

h. **Three-Dimensional Terrain.** Friendly and threat forces will conduct operations in a three-dimensional battle space. Engagements can occur on the surface, above the surface, or below the surface of the urban area. Additionally, engagements can occur inside and outside of buildings. Multistory buildings will present the additional possibility of different floors within the same structure being controlled by either friendly or threat forces.

i. **Collateral Damage.** Depending on the nature of the operation and METT-TC factors, significant collateral damage may occur, especially under conditions of high-intensity UO. Commanders and leaders must ensure that ROE are disseminated and enforced.

j. **Reliance on Human Intelligence.** Until technological advancements provide more effective ways of gathering information, there is an increased need for human intelligence (HUMINT). Reconnaissance efforts of battalion and brigade assets can assist as well as the shaping operations of division or joint task force assets. Companies and below normally have to continue to rely on information provided to them from human sources.

k. **Need for Combined Arms.** While UO historically have consisted of a high density of Infantry-specific tasks, UO conducted purely by Infantry units have proven to be unsound. Properly tasked-organized combined arms teams consisting primarily of Infantry, engineers, and armor supported by other combat, CS, and CSS assets have proven to be more successful both in the offense and defense. The same concept is true

for stability and support operations, when the main effort may not necessarily consist of combat units.

l. **Need to Isolate Critical Points.** During offensive operations, companies, platoons, and squads will be assaulting buildings and clearing rooms. More often, assets will not exist to isolate large portions of the urban area. Therefore, skillful use of direct and indirect fires, obscurants, and maneuver must occur to isolate key buildings or portions of buildings in order to secure footholds and clear.

m. **Snipers.** Historically, snipers have had increased utility in urban areas. They can provide long- and short-range precision fires and can be used effectively to assist company- and platoon-level isolation efforts. Snipers also have provided precision fires during stability operations. Along with engaging assigned targets, snipers are a valuable asset to the commander for providing observation along movement routes and suppressive fires during an assault.

n. **Support by Fire Positions.** Buildings, street width, rubble, debris, and noncombatants all dictate the positioning and fields of fire for crew-served and key weapons in urban areas.

1-7. URBAN BATTLE SPACE

Urban areas mainly consist of man-made features such as buildings that provide cover and concealment, limit fields of observation and fire, and block movement of forces, especially mechanized or armored forces. Thick-walled buildings provide ready-made, fortified positions. Thin-walled buildings may have fields of observation and fire that may prove important. Another important aspect is that urban areas complicate, confuse and degrade the commander's ability to identify and control his forces. All these factors will influence the urban battle space.

a. Commanders and leaders can enhance situational understanding by maintaining a clear understanding of their urban battle space (Figure 1-6, page 1-16). Urban battle space includes:

(1) ***Urban Airspace***. Airspace provides a rapid avenue of approach into an urban area. While aviation assets are unaffected by obstacles such as rubble, vehicles, or constructed barriers, they must consider power lines, towers, sign poles, and billboards when flying. Task force reconnaissance elements can locate, identify, and report these obstacles to allow for improved flight planning.

(2) ***Supersurface (Tops of Buildings).*** The term "supersurface" refers only to the top, roof, or apex of a structure. These areas can provide cover and concealment, limit or enhance observation and fields of fire, and, depending on the situation, enhance, restrict, canalize, or block movement. Supersurface areas can also provide concealed positions for snipers, automatic weapons, light and medium antitank weapons, and man-portable air defense systems. In many cases, they enable top-down attacks against the weakest points of armored vehicles and unsuspecting aircraft.

(3) ***Intrasurface (Interior of Buildings).*** The intrasurface refers to the floors within the structural framework—the area from the surface level (ground) up to, but not including, the structure's permanent roof or apex. Intense combat engagements often occur in this intrasurface area, which is also known for its widely diverse and complex nature. The intrasurface of a building greatly limits what can be accomplished by reconnaissance and surveillance systems, but, at the same time, enhances cover and

concealment. Additionally, the intrasurface areas provide mobility corridors within and between structures at upper levels for both friendly and enemy forces. Intrasurface areas may also provide concealed locations for snipers, automatic weapons, light and medium antitank weapons, and man-portable air defense systems. In many cases, they enable topdownattacks against the weakest points of armored vehicles and unsuspecting aircraft.

(4) ***Surface (Ground, Street, and Water Level).*** Streets are usually avenues of approach. Streets and open areas provide a rapid approach for ground movement in urban terrain. Units moving along streets can be canalized by buildings and have little space for maneuver, while approaching across large open areas such as parks, athletic fields and parking areas. Streets also expose forces to observation and engagement by enemy elements. Obstacles on streets in towns are usually more effective than those on roads in open terrain since they are more difficult to bypass.

(5) ***Subsurface (Underwater and Subterranean).*** Common subsurface areas, which include subways, sewers, public utility systems, and cellars, can be used as avenues of movement for dismounted elements. Both attacker and defender can use subterranean routes to outflank or turn the opposition, or to conduct infiltration, ambushes, counterattacks, and sustaining operations. Subsurface systems in some urban areas are easily overlooked but can be important to the outcome of operations.

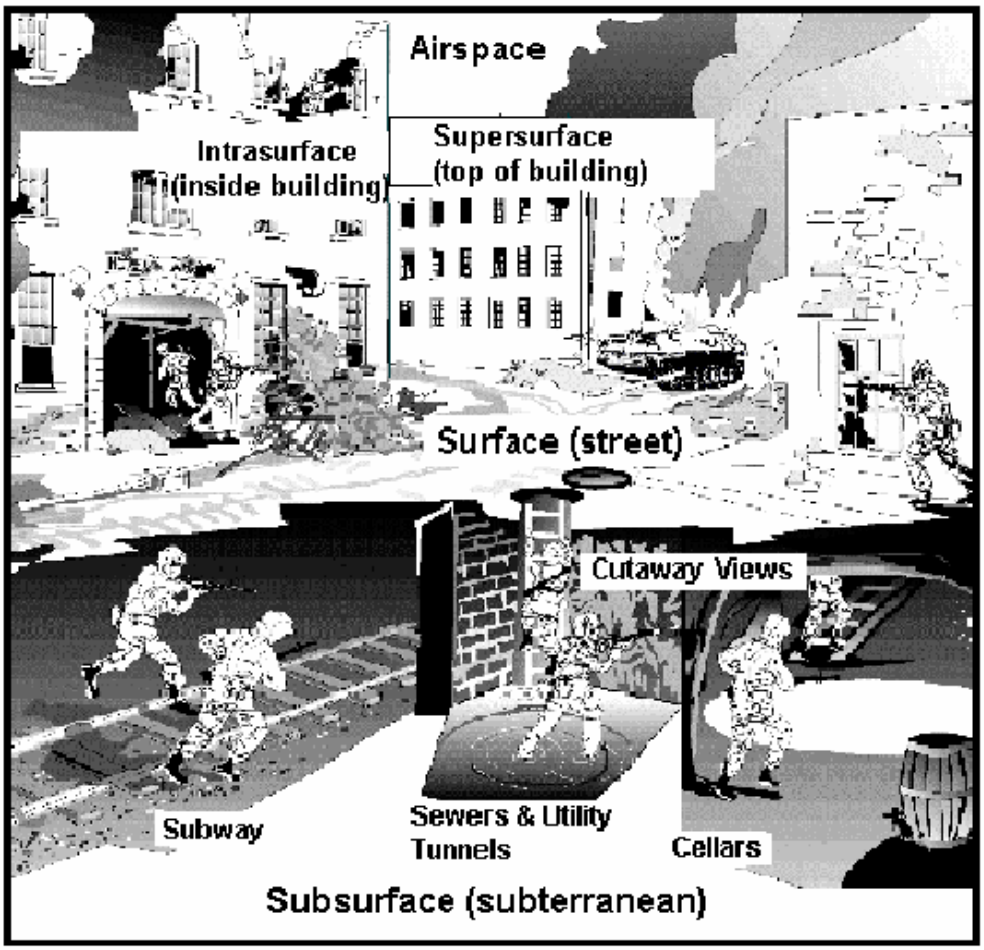


Figure 1-6. Urban battle space.

b. Commanders and leaders must be able to identify building types, construction materials, and building design and must understand the effectiveness and limitations of weapons against these factors. (See Chapters 3 and 8.) They must also understand that urban combat will require them to visualize a three-dimensional battle space. Commanders and leaders must be aware of how their urban battle space is changing as friendly and enemy forces and civilians move, and as weather and environmental conditions change. They can react to changes within the their battle space with the timely movement of assault, support, and breaching elements in the offense; repositioning of platoons and squads in the defense; and synchronization of CS and CSS assets. Other factors that impact battle space are:

- CASEVAC and resupply procedures.
- Handling EPWs and noncombatants.
- Rules of engagement. (See Appendix A.)
- Battlefield obscuration.
- Communications.
- Movement of vehicles. (How will the battle space affect movement and target engagement?)

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 3

Student Handout This student handout contains 37 pages extracted from FM 7-10, Appendix L. It is verbatim from the FM and may contain grammatical errors and passive voice.

THIS PAGE LEFT BLANK INTENTIONALLY

☆Appendix L -- Chg 1, 31 Oct 2000

URBAN OPERATIONS

L-3. RULES OF ENGAGEMENT (ROE)

Companies will always be faced with adhering to ROE of some kind. ROE have a significant impact on how missions are executed during UO. They must provide clear guidance to soldiers about when and how to employ force to accomplish the mission and to defend themselves.

a. The ROE will be much more restrictive under certain conditions of UO than under others. For example, a particular mission might require ROE that limit the use of indirect fire weapons. On the other hand, a mission to clear a building may require ROE that authorize force to clear rooms, and include authoritative guidance concerning measures to protect noncombatants, breach obstacles, and react to snipers.

b. One of the most significant issues of UO is collateral damage. Collateral damage is unintended and undesirable civilian personnel injuries or material damage adjacent to a target produced by the effects of friendly weapons. ROE will provide guidance concerning how to minimize collateral damage. For example, ROE may require use of nonlethal capabilities to the maximum extent possible before use of lethal weapons and munitions, or may restrict use of indirect fire weapons. The ROE will establish when certain types of weapons and munitions can be used (Table L-1).

> **Note:** Nonlethal capability battalion kits will be in contingency stocks by September 2000 and will be issued to units on an as needed basis. Kits contain nonlethal weapons, devices, and munitions that are designed to incapacitate personnel or materiel.

c. A mission can transition quickly from stability or support to offense or defense. This transition may be caused by threat actions or the actions of noncombatants. Commanders must be prepared to react to this situation and request changes in the ROE when necessary.

d. ROE differentiate between the use of force for self-defense and for mission accomplishment. Commanders always retain the inherent authority and obligation to use necessary and proportional force for unit and individual self-defense in response to a hostile act or demonstrated hostile intent. The ROE used during Operation JUST CAUSE in Panama are shown at Table L-1.

ALL ENEMY MILITARY PERSONNEL AND VEHICLES TRANSPORTING THE ENEMY OR THEIR SUPPLIES MAY BE ENGAGED SUBJECT TO THE FOLLOWING RESTRICTIONS:
a. Armed force is the last resort. b. When possible, the enemy will be warned first and allowed to surrender. c. Armed civilians will be engaged only in self-defense. d. Civilian aircraft will not be engaged without approval from above division level unless it is in self-defense. e. Avoid harming civilians unless necessary to save US lives. If possible, try to arrange for the evacuation of civilians prior to any US attack. f. If civilians are in the area, do not use artillery, mortars, armed helicopters, AC-130s, tube- or rocket-launched weapons, or M551 main guns against known or suspected targets without the permission of a ground maneuver commander, LTC or higher (for any of these weapons). g. If civilians are in the area, all air attacks must be controlled by a FAC or FO. h. If civilians are in the area, close air support (CAS), white phosphorus, and incendiary weapons are prohibited without approval from above division level. i. If civilians are in the area, do not shoot except at known enemy locations. j. If civilians are not in the area, you can shoot at suspected enemy locations. k. Public works such as power stations, water treatment plants, dams, or other utilities may not be engaged without approval from above division level. l. Hospitals, churches, shrines, schools, museums, and any other historical or cultural site will not be engaged except in self-defense. m. All indirect fire and air attacks must be observed. n. Pilots must be briefed for each mission on the location of civilians and friendly forces. o. No booby traps. No mines except as approved by division commander. No riot control agents except with approval from above division level. p. Avoid harming civilian property unless necessary to save US lives. q. Treat all civilians and their property with respect and dignity. Before using privately owned property, check to see if any publicly owned property can substitute. No requisitioning of civilian property without permission of a company-level commander and without giving a receipt. If an ordering officer can contract for the property, then do not requisition it. No looting. Do not kick down doors unless necessary. Do not sleep in their houses. If you must sleep in privately owned buildings, have an ordering officer contract for it. r. Treat all prisoners humanely and with respect and dignity. s. Annex R to the OPLAN provides more detail. Conflicts between this card and the OPLAN should be resolved in favor of the OPLAN.
DISTRIBUTION: 1 per every trooper deployed to include all ranks.

Table L-1. ROE used during Operation JUST CAUSE.

SUPPLEMENTAL RULES OF ENGAGEMENT FOR SELECTED RECURRING OPERATIONS:
1. CONTROL OF CIVILIANS ENGAGED IN LOOTING. a. Senior person in charge may order warning shots. b. Use minimum force but not deadly force to detain looters. c. Defend Panamanian (and other) lives with minimum force including deadly force when necessary.
2. ROADBLOCKS, CHECKPOINTS AND SECURE DEFENSIVE POSITIONS. a. Mark all perimeter barriers, wires, and limits. Erect warning signs. b. Establish second positions to hastily block those fleeing. c. Senior person in charge may order warning shots to deter breach. d. Control exfiltrating civilians with minimum force necessary. e. Use force necessary to disarm exfiltrating military and paramilitary. f. Attack to disable, not destroy, all vehicles attempting to breach or flee. g. Vehicle that returns or initiates fire is hostile. Fire to destroy hostile force. h. Vehicle that persists in breach attempt is presumed hostile. Fire to destroy hostile force. i. Vehicle that persists in flight after a blocking attempt IAW instruction 2b is presumed hostile. Fire to destroy hostile force.
3. CLEARING BUILDINGS NOT KNOWN TO CONTAIN HOSTILE FORCE. a. Warn all occupants to exit. b. Senior person in charge may order warning shots to induce occupants to exit. c. Do not attack hospitals, churches, shrines, or schools, museums, and any historical or cultural sites except in self-defense. d. Respect and minimize damage to private property. e. Use minimum force necessary to control the situation and to ensure the area is free of hostile force.

Table L-1. ROE used during Operation JUST CAUSE (continued).

L-4. HANDLING NONCOMBATANTS AND DETAINED PERSONNEL

Combat in urban terrain will often involve handling noncombatants during the conduct of operations. Noncombatants may be encountered during offensive operations as a result of clearing buildings and city blocks, when preparing for defensive operations, and during stability and support operations. In all cases, the commander will have to deal with the noncombatants. Handling noncombatants can be as simple as moving them out of immediate harm's way or as complicated as noncombatant evacuation operations (NEO).

a. **Definitions.**

(1) ***Combatants.*** Combatants are uniformed enemy forces and other individuals who take an active part in the hostilities in a way that poses a direct threat to U.S. personnel.

(2) ***Noncombatants.*** Noncombatants are civilians in the area of operations who are not armed and are not taking an active part in the hostilities in a way that poses a direct threat to U.S. personnel. Noncombatants can include refugees, local inhabitants affected by combat operations, civilian personnel belonging to US governmental agencies, civilian personnel from nongovernmental organizations (NGOs), and media personnel. Military chaplains, medical personnel, prisoners of war, and the wounded and sick also are noncombatants.

(3) ***Prisoners of War (PWs).*** A prisoner of war is an individual, such as a member of the armed forces or militia, a person who accompanies the armed forces without being a member, or other category of person defined in the Geneva Convention Relative to the Treatment of Prisoners of War, who has fallen into the power of the enemy.

(4) ***Detained Personnel.*** A detained person is any individual who is in custody for committing hostile acts against U.S. forces or committing serious criminal acts.

> **Note:** Experience in Somalia has shown that civilians can be hostile, friendly, or neutral. Hostile civilians do not necessarily become detained personnel if they are not perceived as a threat to friendly forces. For example, political opponents of U.S. involvement may be hostile towards the U.S. military presence but do not pose a threat to U.S. forces.

b. **Considerations for Handling Civilians.** Company commanders should consider using CA, PSYOP, MPs, chaplains, and civil leaders/authorities if their mission involves handling civilians. Other considerations include the following:

(1) Carefully analyze the ROE concerning when deadly force can be used and what type of weapons may be employed (for example, using lethal as opposed to nonlethal weapons and capabilities).

(2) Do not assume that civilians will be predisposed for or against U.S. troops. Always treat civilians with dignity and respect. Use force against civilians only in self-defense or otherwise in accordance with the ROE. Detain civilians only in accordance with command directives.

(3) When conducting offensive operations, plan to move any civilians that are encountered away from firefights. Normally this task will be given to the support element after rooms and buildings have been secured. When available, PSYOP, civil affairs, and MPs can assist with this task. A covered and concealed location away from the immediate combat area should be chosen. Civilians should be controlled and not permitted to enter the immediate combat area, unless they have been cleared to do so and

will not compromise combat operations, for example, media personnel or governmental or NGO personnel that have a reason and authority to enter the combat area.

(4) When conducting defensive operations, plan to move civilians away from the immediate combat area. Companies will normally escort personnel to a designated location where they will be turned over to civil authority, battalion, or higher control. In many cases, friendly or nonhostile civilians may be directed to a clearing point and allowed to go there without escort.

(5) Security is not normally provided for media or NGO personnel if they are permitted in the immediate combat area. Security requirements for civilians should be clarified at the mission briefing.

(6) Based on the factors of METT-TC, commanders may have to render some type of immediate humanitarian assistance (medical attention and feeding). If this type of assistance is necessary, clarify questions in the mission briefing. Additional Class VIII and Class I can be requested, as appropriate.

c. **Determining the Status of Personnel.** Infantry companies do not determine the status of individuals in the combat area. Any persons that are initially detained should be treated as PWs and higher headquarters should be notified with a request for assistance in evacuating these individuals.

Section II. OFFENSIVE OPERATIONS.

The brigade commander's (two levels up) primary responsibility is to set the conditions for tactical success for his subordinate units. Whenever possible, close combat by maneuver units is minimized and the brigade commander attempts to move from shaping to transition. (Figure L-2 depicts the operational framework for offensive UO. The tactical tasks of subordinate units during offensive operations are also shown in Figure L-2.) While the elements of offensive operations are not phases, tactical tasks may become phased at the company level, based on the factors of METT-TC. There is no clear line of distinction that delineates when the company moves from one task to another. Properly planned and executed offensive operations usually involve all the tactical tasks shown. They may be conducted simultaneously or sequentially, depending on the factors of METT-TC. Infantry companies will be used as maneuver elements to execute the tactical tasks. During offensive operations, the brigade commander's intent normally includes:

- Synchronizing precision fires (lethal and nonlethal effects) and information operations.
- Isolating decisive points.
- Using superior combat power to destroy high pay-off targets.
- Using close combat, when necessary, against decisive points.
- Transitioning quickly to stability/support operations.

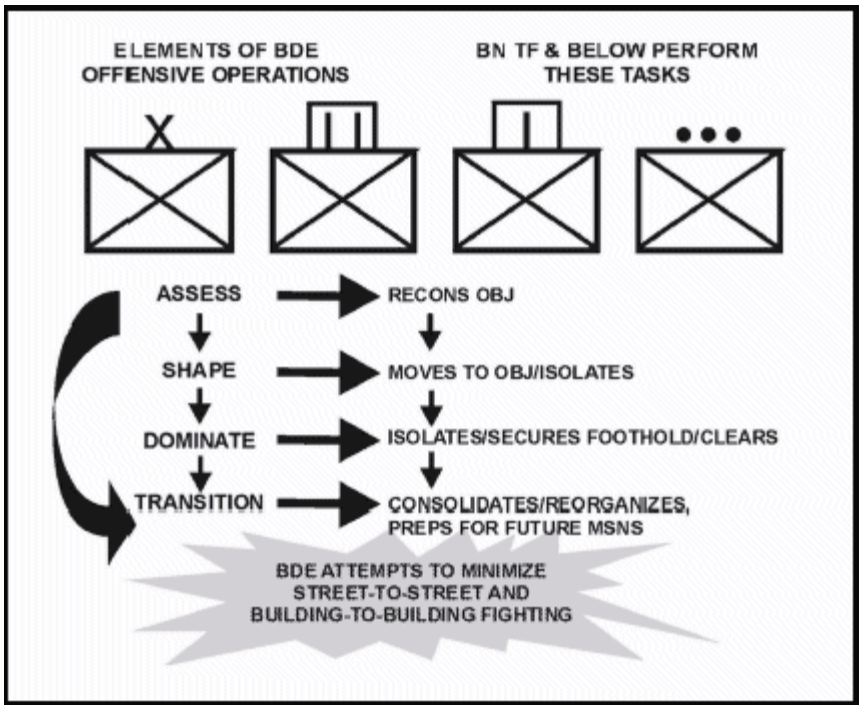


Figure L-2. Offensive urban operational framework.

L-5. TYPES OF OFFENSIVE OPERATIONS

At company level, the offense takes the form of either a hasty or deliberate attack. Both hasty and deliberate attacks are characterized by as much planning, reconnaissance, and coordination as time and the situation permit.

a. **Hasty Attack.** Infantry companies conduct hasty attacks as a result of a movement to contact, a meeting engagement, or a chance contact during a movement; after a successful defense or part of a defense; or in a situation where the unit has the opportunity to attack vulnerable enemy forces. Companies may also be required to conduct hasty attacks as a result of deteriorating conditions from stability and support operations, which require them to conduct hasty attacks for force protection. The hasty attack in an urban area differs from a hasty attack in open terrain because the close nature of the terrain makes command, control, and communications difficult. Also, massing fires to suppress the enemy may be difficult. In urban areas, incomplete intelligence and concealment may require the maneuver unit to move through, rather than around, the friendly unit fixing the enemy in place. Control and coordination must address reducing congestion at the edges of the urban area.

b. **Deliberate Attack.** A deliberate attack is a fully synchronized operation that employs all available assets against the enemy's defense, IAW with the ROE. It is necessary when enemy positions are well prepared, when the urban area is large or severely congested, when the element of surprise is lost, or when the ROE requires the precise application of combat power and lethal force. Deliberate attacks are characterized by detailed planning

based on available information, thorough reconnaissance, preparation, and rehearsals. Given the nature of urban terrain, the deliberate attack of an urban area is similar to the techniques employed in assaulting a strong point. Attacking the enemy's main strength is avoided and combat power is focused on the weakest point of his defense. At the company level, a deliberate attack of an urban area usually involves the sequential execution of the tactical tasks below.

(1) ***Reconnoiter the Objective.*** This involves making a physical reconnaissance of the objective with company assets and those of higher headquarters, as the tactical situation permits. It also involves a map reconnaissance of the objective and all the terrain that will affect the mission, to include the analysis of aerial imagery, photographs, or any other detailed information about the building(s) or other urban terrain, which the company is responsible for. Additionally, any human intelligence (HUMINT) collected by reconnaissance and surveillance units, such as the battalion reconnaissance platoon, snipers, and so forth, should be considered during the planning process.

(2) ***Move to the Objective.*** This may involve moving the company tactically through open and or urban terrain. Movement should be made as rapidly as possible without sacrificing security. Movement should be made along covered and concealed routes and can involve moving through buildings, down streets, subsurface areas, or a combination of all three. Urban movement must take into account the three-dimensional aspect of the urban area.

(3) ***Isolate the Objective.*** Isolating the objective involves seizing terrain that dominates the area so that the enemy cannot supply, reinforce, or withdraw its defenders. It also includes selecting terrain that provides the ability to place suppressive fire on the objective. (This step may be taken at the same time as securing a foothold.) If isolating the objective is the first step, speed is necessary so that the defender has no time to react. Companies may be required to isolate an objective as part of a battalion operation or may be required to do so independently. Depending on the tactical situation, an Infantry company may isolate an objective by infiltration and stealth.

(4) ***Secure a Foothold.*** Securing a foothold involves seizing an intermediate objective that provides cover from enemy fire and a location for attacking troops to enter the urban area. The size of the foothold is METT-TC dependent and is usually a company intermediate objective. In some cases a large building may be assigned as a company intermediate objective (foothold). As the company attacks to gain a foothold, it should be supported by suppressive fire and smoke.

(5) ***Clear an Urban Area.*** Before determining to what extent the urban area must be cleared, the factors of METT-TC must be considered. The ROE will influence the TTP platoons and squads select as they move through the urban area and clear individual buildings and rooms.

(a) The commander may decide to clear only those parts necessary for the success of his mission if—

- An objective must be seized quickly.
- Enemy resistance is light or fragmented.
- The buildings in the area have large open areas between them. In this case, the commander would clear only those buildings along the approach to his objective, or only those buildings necessary for security. (See Figure L-3.)

(b) An Infantry company may have a mission to systematically clear an area of all enemy. Through detailed analysis, the commander may anticipate that he will be opposed by a strong, organized resistance or will be in areas having strongly constructed buildings close together. Therefore, one or two platoons may attack on a narrow front against the enemy's weakest sector. They move slowly through the area, clearing systematically from room to room and building to building. The other platoon supports the clearing units and is prepared to assume their mission.

Figure L-3. Clearing selected buildings within sector.

(6) ***Consolidate/Reorganize and Prepare for Future Missions.*** Consolidation occurs immediately after each action. Consolidation is security and allows the company to prepare for counterattack and to facilitate reorganization. It is extremely important in an urban environment that units consolidate and reorganize rapidly after each engagement. The assault force in a cleared building must be quick to consolidate in order to repel enemy counterattacks and to prevent the enemy from infiltrating back into the cleared building. After securing a floor, selected members of the assault force are assigned to cover potential enemy counterattack routes to the building. Priority must be given to securing the direction of attack first. Those soldiers alert the assault force and place a heavy volume of fire on enemy forces approaching the building. Reorganization occurs after consolidation. Reorganization actions prepare the unit to continue the mission; many actions occur simultaneously.

(a) *Consolidation Actions.* Platoons assume hasty defensive positions after the objective has been seized or cleared. Based upon their specified and implied tasks, assaulting platoons

should be prepared to assume an overwatch mission and support an assault on another building, or another assault within the building. Commanders must ensure that platoons guard enemy mouseholes between adjacent buildings, covered routes to the building, underground routes into the basement, and approaches over adjoining roofs.

(b) *Reorganization Actions.* After consolidation, the following actions are taken:

- Resupply and redistribute ammunition, equipment, and other necessary items.
- Mark the building to indicate to friendly forces that the building has been cleared.
- Move support or reserve elements into the objective if tactically sound.
- Redistribute personnel and equipment on adjacent structures.
- Treat and evacuate wounded personnel.
- Treat and process PWs.
- Segregate and safeguard civilians.
- Re-establish the chain of command.
- Redistribute personnel on the objective to support the next phase or mission.

(c) *Prepare for Future Missions.* The company commander anticipates and prepares for future missions and prepares the company chain of command for transition to defensive and/or stability and support missions.

> **Note:** Friendly force situational understanding is significantly improved in digitally equipped units through the use of Force XXI Battle Command Brigade and below (FBCB2) assets.

L-6. TASK ORGANIZATION

The company commander will normally task organize his company into two elements: an assault element and a support element. The support element may be given a number of tasks that are conducted on order or simultaneously; specifically, support by fire, isolate the objective, and conduct other support functions. The tactical situation will dictate whether or not separate elements need to be task-organized in order to conduct these support missions. The mission to breach is METT-TC dependent and may be given to the assault or support element; or a separate element may be formed to conduct this task. If available, engineers will usually be task organized into the element that will perform the breach. The size and composition of the elements are determined by METT-TC. If the company is part of a battalion operation, the company could be given the mission to conduct one or more of the tasks mentioned above. If conducting an urban attack independently, the Infantry company will perform both assault and support tasks.

a. **Assault Element.** The purpose of the assault element is to kill, capture, or force the withdrawal of the enemy from an urban objective. The assault element of an Infantry company may consist of one or more platoons usually reinforced with engineers, BFVs, and possibly tanks. Building and room clearing are conducted at the platoon and squad level. The assault element must be prepared to breach to gain entry into buildings.

b. **Support Element.** The purpose of the support element is to provide any support that may be required by the assault element. The support element at company level normally consists of the company's organic assets (platoons, mortars, and antitank weapons), attachments, and units that are under the OPCON of the company commander. This assistance includes, but is not limited to, the following:

- Suppressing and obscuring enemy within the objective building(s) and adjacent structures.
- Isolating the objective building(s) with observation and direct or indirect fires to prevent enemy withdrawal, reinforcement, or counterattack.
- Breaching walls en route to and in the objective structure.
- Destroying or suppressing enemy positions with direct fire weapons.
- Securing cleared portions of the objective.
- Providing squads to assume assault element missions.
- Providing resupply of ammunition, explosives, and personnel.
- Evacuating casualties, EPWs, and noncombatants.

c. **Reserves.** (See Chapter 4, paragraph 4-4c for more information.) Companies fighting in urban terrain may not be able to designate a reserve, based on the number of troops required to conduct offensive operations. A platoon(s) may be detached from the company to form a battalion reserve. The company reserve, if one is designated, should be mobile and prepared for commitment. Because of the available cover in urban areas, the reserve can stay close to forward units. The reserve normally follows within the same block so that it can immediately influence the attack. The size of the reserve is METT-TC dependent, but at company level, the reserve normally consists of a squad, detached from an organic platoon, or attached elements. In addition to the tasks discussed in Chapter 4, the reserve may be called upon to perform one or more of the following tasks based on the commander's priority of commitment:

- Assuming the mission of the assault element.
- Clearing bypassed enemy positions.
- Moving behind the assault element to provide security in cleared buildings, allowing the assault element to continue to move.

d. **Breaching Element.** At the company level, breaching is normally conducted by the assault element. However, a separate breaching element may be created and a platoon may be given this mission and task organized accordingly. The purpose of breaching is to provide the assault element with access to an urban objective. Breaching can be accomplished using explosive, ballistic, thermal, or mechanical methods. Ballistic breaching includes using direct fire weapons; mechanical breaching includes the use of crowbars, axes, saws, sledgehammers, or other mechanical entry devices. Thermal breaching is accomplished through the use of a torch to cut metal items such as door hinges. Attached engineers, or a member(s) of the assault element who has had additional training in mechanical, thermal, ballistic, and explosive breaching techniques, may conduct the breach.

e. **Sample Task Organizations.** Task organization of the company will vary based on the factors of METT-TC and the ROE.

(1) ***Light Infantry Task Organization.*** An Infantry company conducting this mission might task-organize as follows:

Assault	Two rifle platoons and one rifle platoon(-) reinforced with engineers (attached to the platoons).
Reserve	A squad from one of the platoons.
Support	The company AT weapons, 60-mm mortar section, and M240 machine guns. (Other support provided by the battalion task force.)

(2) ***Light/Heavy Task Organizations.*** Different METT-TC factors might produce the following light/heavy task organizations:

Example 1:

Assault	Two rifle platoons, each reinforced with engineers.
Reserve	One rifle platoon.
Support	BFV platoon and the company AT weapons and 60-mm mortar section. (Other support provided by the battalion task force.)

Example 2:

Assault	Two rifle platoons reinforced with engineers.
Reserve	One rifle platoon.
Support	One tank platoon. The company AT weapons and 60-mm mortar section.

Example 3:

Assault	Two rifle platoons, each with engineers. One tank section OPCON to an Infantry platoon.
Reserve	One rifle platoon.
Support	A tank section and the company AT weapons under the tank platoon leader's control. The company 60-mm mortar section. (All available direct and indirect fire weapons should be used to isolate objective buildings. Direct fire down streets and indirect fire in open areas between buildings will help in the objective isolation.)

Note: The company commander may use the company executive officer, tank platoon leader, BFV platoon leader, or first sergeant to control the support element, as the task organization and situation dictate. Based on METT-TC factors, a BFV platoon can perform any of the missions described above (assault, support, reserve). Unit integrity should be maintained at the platoon level. If the tactical situation requires the employment of sections, it should be for a limited duration and distance.

L-7. ISOLATE AN URBAN OBJECTIVE

Infantry companies isolate an urban objective to prevent reinforcement of, or a counterattack against, the objective and to kill or capture any withdrawing enemy forces. When planning the isolation, commanders must consider three-dimensional and in-depth isolation of the objective (front, flanks, rear, upper stories, rooftops, and subsurface). All available direct and indirect fire weapons, to include attack helicopters and CAS, should be employed, consistent with the ROE. Isolating the objective is a key factor in facilitating the assault and preventing casualties. The company may perform this mission as the support element for a battalion operation, or it may assign the task to its own internal support element for a company attack. In certain situations, Infantry companies may be required to isolate an objective or an area for special operations forces or for stability/support operations. When possible, the objective should be isolated using stealth and or rapid movement in order to surprise the enemy. Depending on the tactical situation, Infantry companies may use infiltration in order to isolate the objective. Likely tasks include, but are not limited to, the ones described below.

> **Note:** Combat experience and recent rotations at the CTCs have shown that many casualties can be sustained when moving between buildings, down streets, and through open areas in order to gain entry into a building either to gain a foothold or to clear it. One of the purposes of isolation at the company level must be to dominate the outside area that leads to the point of entry in order to allow assaulting troops to enter the building without receiving effective fire from the enemy. This is accomplished by the effective use of direct and indirect fires, obscurants, maintaining situational understanding, and exercising tactical patience prior to movement.

a. **Isolating the Objective (Battalion Attack).** An Infantry company may isolate the objective as the support element for a battalion operation. When an Infantry company is given this mission, the objective will normally be a larger structure, a block, or group of buildings. The company commander will task organize his platoons and assign them support by fire positions based on the factors of METT-TC. In addition to isolating the objective, the company (support element) may be given additional tasks that will be conducted on order or simultaneously. Examples of these additional tasks include assuming assault element missions, securing cleared buildings, handling noncombatants and EPWs, and CASEVAC.

b. **Isolating the Objective (Company Attack).** When an Infantry company conducts an attack, the task organization and tasks given to the company support element will be determined by the factors of METT-TC. If the company conducts a company attack, the objective can be a building, a block or group of buildings, a traffic circle, or a small village (Figure L-4).

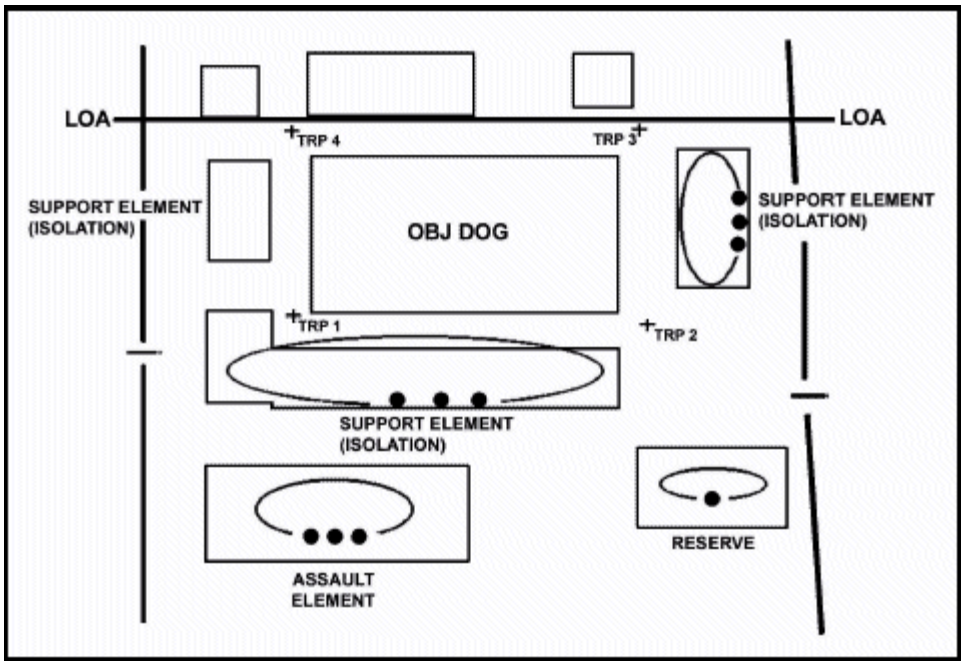


Figure L-4. Isolating an urban objective

c. **Tasks.** The company commander will isolate the objective with direct and indirect fires prior to and during the assault element's execution of its mission. The company will-

- Suppress known, likely, and suspected enemy targets, consistent with the ROE, with direct and indirect fire weapons. Under restrictive ROE, suppression may be limited only to actual enemy locations.
- Cover mounted avenues of approach with antiarmor weapons.
- Cover dismounted avenues of approach with automatic weapons.
- Control key terrain near or adjacent to the objective in order to prevent the enemy from reinforcing his positions, withdrawing, or counterattacking.
- Be prepared to move to other locations in order to suppress enemy fires and neutralize enemy positions as the assault element performs its tasks.

(1) Company commanders must give specific instructions to subordinate leaders concerning where to place fires in support of the assault element. For example, "from TRP 1 to TRP 2", "along the third and second floor windows on the east side of Building 21", "shift fires to the west side of the objective from TRP 1 to TRP 4 when you see the green star cluster", etc. Once suppressive fires on the objective begin, they will normally be increased and continued until masked by the advancing assault element. Suppressive fires may or may not be used from the beginning of the assault depending on the ROE. Targets can be marked and identified with tracer rounds; M203 smoke, HE, or ILLUM rounds; voice and hand or arm signals; laser pointers; or similar devices.

(2) The precise well-placed volume of fire, as opposed to a volume of fire, will suppress the enemy. The volume of fire and types of weapons employed will be ROE dependent. Once

masked, fires are shifted to upper or lower windows and continued until the assault force has entered the building. At that time, fires are shifted to adjacent buildings to prevent enemy withdrawal or reinforcement. If the ROE are restrictive, the use of supporting fires will normally be limited to known enemy locations that have engaged the unit.

> **Note:** Care must be taken in urban areas when WP, ILLUM, or tracers are used since urban fires can be caused. Care must also be exercised if sabot rounds are used by armored vehicles, based on their penetration capability. Sabot rounds can penetrate many walls and travel great distances to include passing through multiple buildings, creating unintended damage, casualties, and fratricide.

d. **Direction of Assault Technique of Direct Fire Planning and Control.** In this technique, the company commander assigns building numbers in a consistent pattern in relation to the direction of assault. In the example shown in Figure L-5, the commander numbered the buildings consecutively, in a counterclockwise manner. Further, the sides of the buildings were color coded consistently throughout the objective area (WHITE—direction of assault side; GREEN—right side; BLACK—rear side; RED—left side; BLUE—roof). An odd shaped building is also shown. Note that a “four-sided” concept was retained to minimize confusion. Further designations of WHITE 1, WHITE 2, WHITE 3, and so on from left to right can be added to specify which wall will be engaged. Apertures on the buildings are also labeled consecutively using rows and columns, as shown. In the example, "OBJ 4, WHITE, window A1" is the lower left-hand window on the direction of assault side of OBJ 4. All designations are labeled in relation to the direction of assault. (See FM 34-130 for additional information on building shapes and structural labeling.)

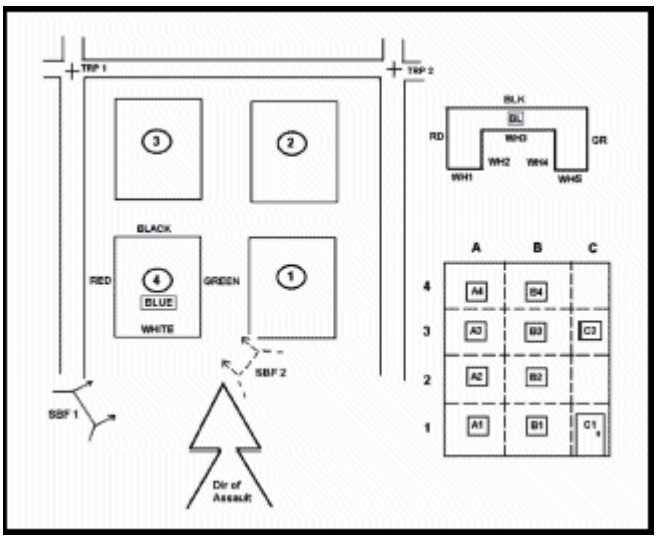


Figure L-5. Direction of assault technique of direct fire planning and control.

L-8. ASSAULT A BUILDING

The company will conduct this mission as part of the assault element of a battalion task force or independently. (Independently is defined here as a company having to provide its own support element, as opposed to conducting an operation without flank and rear support, such as a raid or ambush.) If it is conducted as the assault element of a battalion task force, it will probably be conducted against a large building defended by a strong enemy force, for example, a reinforced platoon. Company commanders will need to clearly understand the specified and implied tasks required to accomplish the mission, as well as the brigade/battalion commanders' intent and the desired mission end-state. This will allow the company commander to task organize and issue specific missions to his subordinate elements concerning which floors and rooms to clear, seize, or bypass. As an example, Figure L-6 depicts an Infantry TF assigned the mission of clearing the objectives in its sector (DOG and TAIL). Company B has been given the TF supporting effort of seizing and clearing OBJ TAIL. The company commander has decided to assign an intermediate objective (WING) to 1st platoon. 3d platoon is the support element with the mission of isolating WING (1st and 2d squads) and providing one squad to act as the company reserve (3d squad). 2d platoon has the mission of passing through 1st platoon, which will mark a passage lane and seize TAIL.

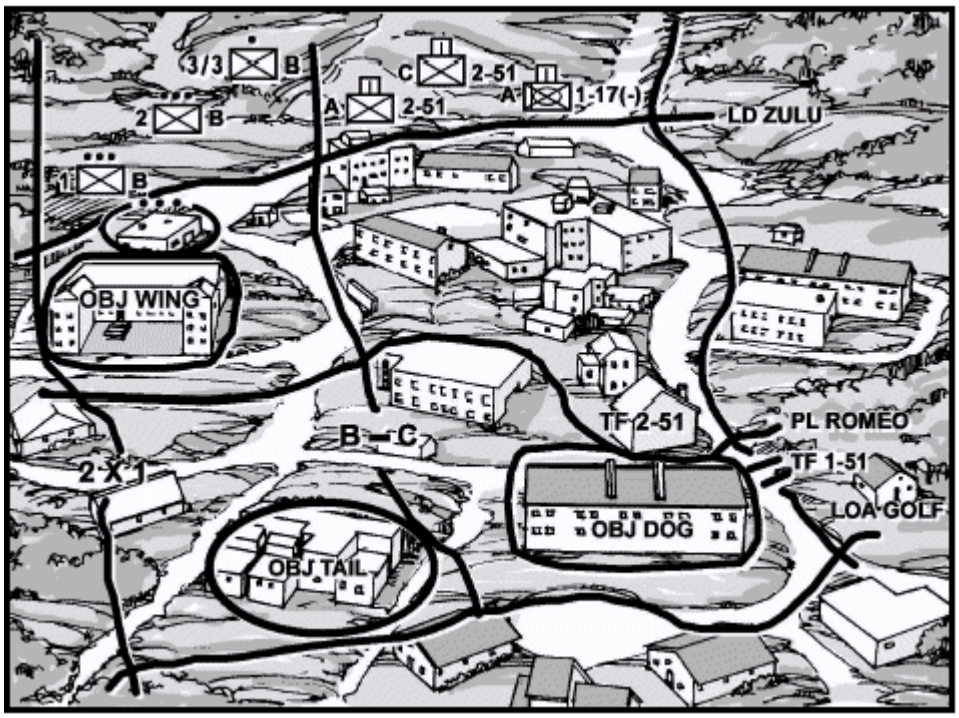


Figure L-6. Assault of a building.

a. **Execution.** Platoons should move by bounds by floor when clearing a multistory building. This permits troops to rest after a floor has been cleared. It is likely that platoons will be required to leave security on floors and in cleared rooms and also facilitate the passage of another platoon in order to continue the assault. The assault element must quickly and violently execute its assault and subsequent clearing operations. Once momentum has been gained, it is maintained to prevent the enemy from organizing a more determined resistance on other floors or in other rooms. If platoons come across rooms/hallways/stairwells that are

barricaded with furniture or where obstacles have been placed, they should first attempt to bypass the barricade/obstacle and maintain the momentum of the attack. If they cannot bypass the barricade/obstacle, security should be placed on the barricade/obstacle, it should be checked for booby traps, and should then be reduced. Also, sealing doors and floors may be an option in order to maintain momentum. Subordinate leaders should continue the momentum of the assault, yet not allow the operation to become disorganized.

b. **Ammunition and Equipment.** METT-TC factors and the ROE will determine how the assault element is equipped and armed. The assault element will carry only a fighting load of equipment and as much ammunition as possible, especially grenades (fragmentation, smoke, concussion, and stun consistent with the building construction and the ROE). The support element maintains control of additional ammunition and equipment not immediately needed by the assault element. An often-overlooked munition in an urban battle is the light antitank weapon such as the M72 LAW and the AT-4. Soldiers can use these for a variety of purposes such as suppressing a manned position or supporting the breaching or assault elements. Resupply should be pushed to the assault element by the support element. Commanders must carefully manage the soldier's load during the assault. Normally, ammunition, water, special assault weapons/equipment, and medical supplies/litters are the only items carried in the assault. Attached or OPCON tank or BFV platoons should also configure their ammunition load to support their mission, consistent with the ROE.

c. **Assault Locations.** The assault may begin from the top or bottom of the building.

(1) ***Top Entry.*** Entry at the top and fighting downward is the preferred method of clearing a building. This method is only feasible, however, when access to an upper floor or rooftop can be gained by ladder; from the windows or roofs of adjoining, secured buildings; or, when enemy air defense weapons can be suppressed and troops can be transported to the rooftops by helicopter. Rooftops should be treated as danger areas when surrounding buildings are higher and the element will be exposed to fire from those buildings. Helicopters should land only on those buildings that can support the weight of the helicopter such as rooftop heliports or parking garages. However, soldiers can dismount as the helicopter hovers a few feet above the roof. Troops can then breach the roof or common walls. They may use ropes, ladders, or other means to enter the lower floors through the holes created. Ladders can be used to conduct an exterior assault of an upper level if soldiers' exposure to enemy fire can be minimized.

(2) ***Bottom Entry.*** Entry at the bottom is common and may be the only option available. When entering from the bottom, breaching a wall is the preferred method because doors and windows may be booby-trapped and covered by fire from inside the structure. If the assault element must enter through a door or window, entry from a rear or flank position is preferred. Under certain situations. the ROE may not permit the use of certain explosives, therefore entry through doors and windows may be the only option available. Armored vehicles can be especially useful in supporting bottom entry.

d. **Breaching.** Squads and platoons will have to conduct breaching. Engineers may be attached to the unit responsible for breaching. Depending on the factors of METT-TC, company commanders may need to designate specific breaching locations or delegate the task to platoon leaders. The ROE will also influence whether mechanical, thermal, ballistic, or explosive breaching will be used. For example, if BFVs are attached to the company and the ROE permit their use, they can breach the wall by main gun fire for the initial entry point.

e. **Assault Tasks.** Once inside the building, the priority tasks are to cover the staircases and to seize rooms that overlook approaches to the building. These actions are required to isolate enemy forces within the building and to prevent reinforcement from the outside. The assault element clears each room on the entry floor and then proceeds to clear the other floors to include the basement. If entry is not made from the top, consideration may be given to rushing/clearing and securing a stairwell and clearing from the top down, if the tactical situation permits. If stairwell use is required, minimize their use and clear them last. If there is a basement, it should be cleared as soon as possible, preferably at the same time as the ground floor. The procedures for clearing a basement are the same as for any room or floor, but important differences do exist. Basements may contain entrances to tunnels such as sewers and communications cable tunnels. These should be cleared and secured to prevent the enemy from infiltrating back into cleared areas.

DANGER

A SAFETY CONSIDERATION FOR CLEARING BUILDINGS IS THE HIGH PROBABILITY OF RICOCHET.

f. **Suppressive Fires During the Assault.** The support element provides suppressive fire while the assault element is systematically clearing the building. It also provides suppressive fire on adjacent buildings to prevent enemy reinforcements or withdrawal. Suppressive fire may consist of firing at known and suspected enemy locations; or, depending on the ROE, may only include firing at identified targets or returning fire when fired upon. The support element destroys or captures any enemy trying to exit the building. The support element must also deal with civilians displaced by the assault. Armored vehicles can be especially useful in providing heavy, sustained, accurate fire.

g. **Clearing Rooms.** Company commanders must ensure that clearing platoons carry enough room marking equipment and plainly mark cleared rooms from the friendly side IAW unit SOP (Figure L-7). Also, if the operation occurs during limited visibility, marking must be visible to friendly units. The support element must understand which markings will be employed and ensure that suppressive fires do not engage cleared rooms and floors. Maintaining situational understanding concerning the location of the assault teams and which rooms/floors have been cleared is imperative and a key command and control function for the company commander. Radios can be consolidated, if necessary, with priority going to the squads and platoons clearing rooms. When exiting cleared buildings friendly troops should notify supporting elements using the radio or other preplanned signals.

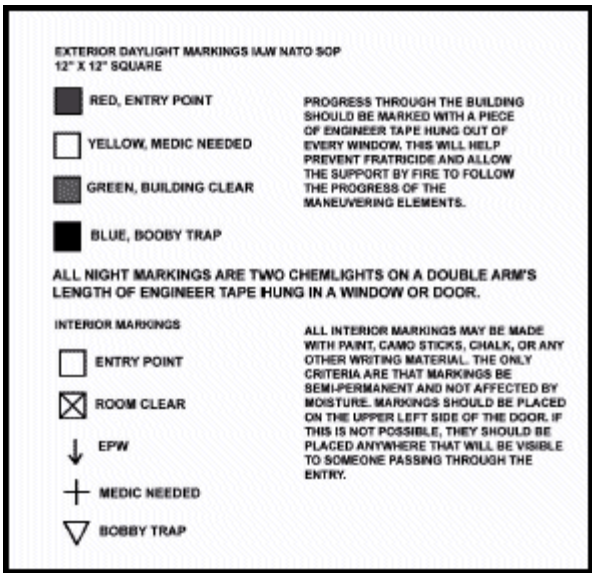


Figure L-7. Sample marking SOP.

L-9. ATTACK A BLOCK OR GROUP OF BUILDINGS

An Infantry company will normally attack a block or group of buildings as part of a battalion task force. To attack a block or a group of buildings, an Infantry company may need to be reinforced with BFVs or tanks and engineers, consistent with the ROE and the enemy situation.

a. **Execution.** The execution of this mission is characterized by platoon attacks supported by both direct and indirect fires. Success depends on isolating the enemy positions which often become platoon objectives, suppressing enemy weapons, seizing a foothold in the block, and clearing the block's buildings room by room.

b. **Direct Fire Weapons.** BFVs, tanks, machine guns, and other direct fire support weapons fire on the objective from covered positions, consistent with the ROE. These weapons should not be fired for prolonged periods from one position. The gunners should use a series of positions and displace from one to another to gain better fields of fire and to avoid being targeted by the enemy. Direct fire support tasks can be assigned as follows:

- Machine guns fire along streets and into windows, doors, mouseholes, and other probable enemy positions. ROE may restrict firing only to known enemy locations.
- BFVs, tanks, and antitank weapons fire at enemy tanks and other armored vehicles. They can also provide a countersniper capability due to their range and target acquisition capability.
- Tanks fire at targets protected by walls and provide protection against enemy tanks, as required.
- BFVs may be used to create breaches with the 25-mm gun and TOW.
- Riflemen engage targets of opportunity.

c. **Obscuration and Assault.** Before an assault, the company commander should employ smoke to conceal the assaulting platoons. He secures their flanks with direct fire weapons and by employment of the reserve, if necessary. Concealed by smoke and supported by direct fire weapons, an assaulting platoon attacks the first isolated building. The assault element utilizes the cover of suppressive fires to gain a foothold. The company commander must closely coordinate the assault with its supporting fire so that the fire is shifted at the last possible moment. The squads and platoons then clear each designated building. After seizing the block, the company consolidates and reorganizes to repel a counterattack or to continue the attack. Periods of limited visibility may provide the best conditions to attack, especially if NVGs provide the company a technological advantage over the threat.

Note: Obscuration rounds may cause uncontrolled fires in the city and must be carefully planned.

L-10. HASTY ATTACK OF A VILLAGE

The Infantry company may find itself moving to an urban area or conducting a movement to contact with a mission of clearing a village of enemy. The following discussion provides a technique for conducting a hasty attack on a village. The company commander makes a quick assessment of the factors of METT-TC and reacts appropriately to support the higher level commander's intent.

a. **Establish Support.** If attached or OPCON, tanks, BFVs, MK19s or M2HBs mounted on HMMWVs, and TOWs assume support-by-fire positions from which they can fire on the village, prevent the enemy from withdrawing, and destroy any reinforcements (support element functions). If these assets are not available, then the company commander moves Infantry elements into position to accomplish the same tasks. The company 60-mm mortar and AT sections also provide fire support. Armored vehicles can reposition during the assault, if necessary, to gain better fields of fire and provide better support.

b. **Assault the Village.** The rifle platoons assault from a covered route so as to hit the village at a vulnerable point (Figure L-8). As the platoons approach the village, smoke is employed to screen their movement and supporting fires are shifted. Once the platoons close on the village, they clear the buildings quickly, consistent with the ROE, and consolidate. The company is then ready to continue operations.

Figure L-8. Hasty attack of a village.

Section III. DEFENSIVE OPERATIONS

The company will normally conduct defensive operations as part of a battalion task force. Defensive operations may be performed as part of a purely defensive mission to retain terrain or destroy attacking enemy forces, or they may be performed as part of stability and support operations. The elements shown in Figure L-9 will normally be incorporated as part of the urban defensive planning process. The elements are similar to those in offensive operations in that the brigade commander (two levels up) tries to avoid isolation, through security operations; defensive missions are assigned to companies in order to achieve the brigade commander's intent and desired end-state; and finally, the brigade transitions to stability and or support actions. During urban defensive operations, the transition to stability and support operations may not be clear to the soldiers. Commanders must offset this tendency with clear mission type orders and updated ROE. Again, as in offensive operations, the elements are not phases. They may occur simultaneously or sequentially. Well planned and executed defensive operations will have all four elements present. During defensive operations the brigade commanders seek to—

- Avoid being isolated by the enemy.
- Defend only the decisive terrain, institutions, or infrastructure.
- Use offensive fire and maneuver to retain the initiative.

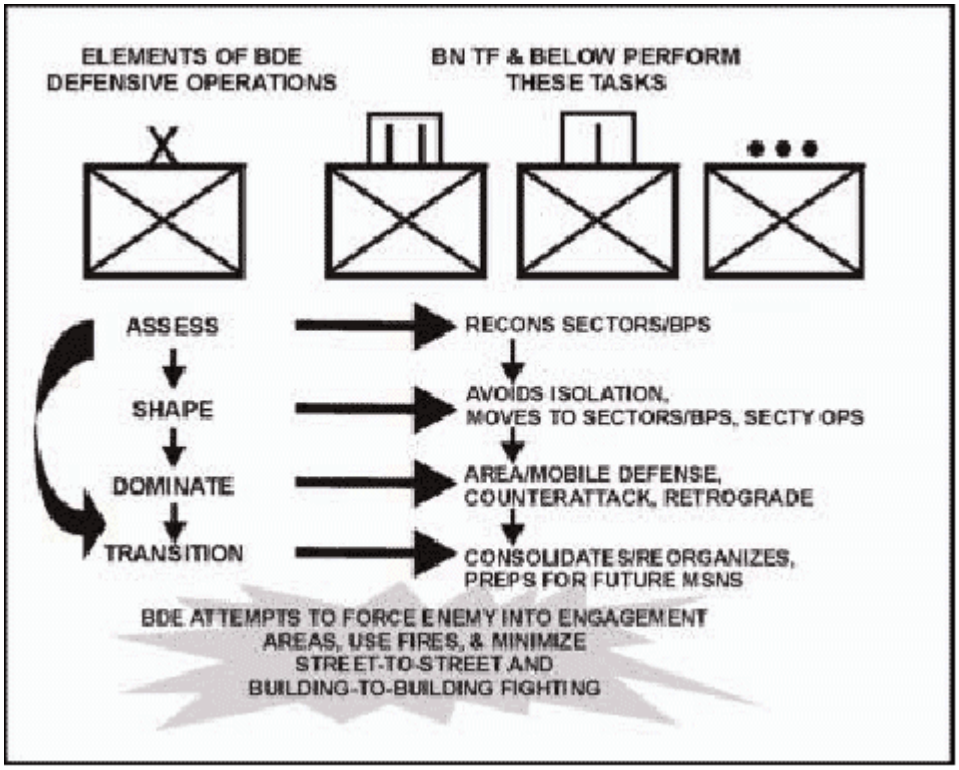


Figure L-9. Elements of defensive urban actions.

L-11. GENERAL CONSIDERATIONS

Of the two patterns of defense, area and mobile, the area defense will probably be the pattern most used since most of the reasons for defending an urban area are focused on retaining terrain. The mobile defense pattern is more focused on the enemy and the commander may decide to use it based on his estimate of the situation. In an urban area, the defender must take advantage of the abundant cover and concealment. He must also consider restrictions to the attacker's ability to maneuver and observe. By using the terrain and fighting from well-prepared and mutually supporting positions, a defending force can inflict heavy losses on, destroy, delay, block, or fix a much larger attacking force.

L-12. ORGANIZATION OF THE DEFENSE

The factors of METT-TC and the ROE will determine how the company plans, prepares, and executes the defense. The defense is organized into three areas: the security force area, main battle area, and rear area. (See Figure 5-1 and paragraph 5-3 for more information.) A company defending in urban areas may have missions in any one of these defensive areas, depending on the nature of the operation. Infantry companies are well suited to conduct defensive operations in close urban terrain where engagement ranges will be short, where there is abundant cover and concealment, and where the enemy's assault must be repelled.

Note: This defensive organization will likely be used against a conventional enemy force that may threaten US forces with mechanized and dismounted Infantry supported by other combined arms. This defensive organization may also occur in a brigade area of operation (AO) where there are multiple threats. For example, one part of the AO may require linear features; other parts may require the use of other defensive techniques, such as a perimeter defense, against different types of threats in the same brigade AO.

a. **Security Operations.** The defensive battle normally begins with a combined arms force conducting security actions well forward of the main body. Company missions consist of security, reconnaissance, and counter-reconnaissance tasks. Infantry companies assigned counter-reconnaissance missions to support these security operations employ ambushes, mines, obstacles, deception, security patrols, OPs, indirect fires, camouflage, demonstrations, and other measures to destroy or deceive the enemy's reconnaissance elements. (See Chapter 5, paragraph 5-7, for further discussion of counterreconnaissance.) Again, urban areas are well suited for Infantry counter-reconnaissance operations because of the abundance of cover and concealment which permits Infantry to move by stealth.

b. **Main Battle Area (MBA).** The decisive battle is normally fought in the MBA. Depending on the threat, company commanders can deploy their platoons on the forward edges of the urban area or in battle positions in depth (Figure L-10). In either case, the defense is made stronger by including forces that are defending on close terrain or on the flanks into the defensive scheme.

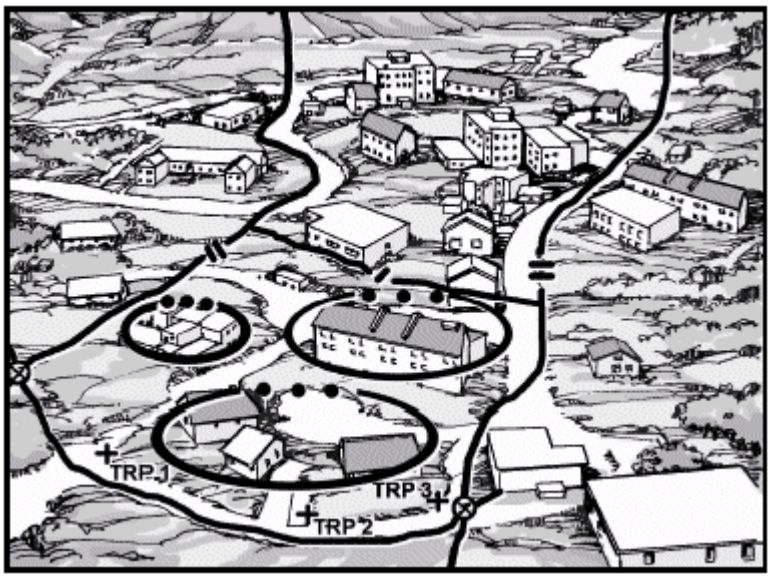


Figure L-10. Platoon battle positions in a urban area.

(1) ***Size of Battle Positions.*** The size and location of battle positions within the AO depends mainly on the type of enemy encountered and the ability to move between positions to block

threatened areas. It may be desirable to place small antiarmor elements, secured by Infantry, on the forward edges while the main defense is deployed in depth.

(2) ***Considerations***. Companies assigned battle positions on the forward edge of an urban area should—

- Provide early warning of the enemy's advance.
- Engage the enemy at long range.
- Deceive the enemy as to the true location of the defense.

(3) ***Sectors***. Depending on the factors of METT-TC, commanders may also assign platoons sectors to defend instead of battle positions. In certain instances, the company commander may employ both. Sectors would normally be assigned when blocks and streets provide a grid type pattern and boundaries can be clearly delineated. (See Chapter 5, paragraph 5-5, for detailed information on when to assign either or both.)

(4) ***Actions on Contact.*** When enemy forces enter and maneuver to seize initial objectives, the defender should employ all available fires to destroy and suppress the direct-fire weapons that support the ground attack. Tanks and enemy APCs should be engaged as soon as they come within the effective range of antiarmor weapons. As the enemy attack develops, the actions of small-unit leaders assume increased importance. Squad and platoon leaders are often responsible for fighting independent battles. Thus, it is important that all leaders understand their commander's concept of the defense. Situational understanding must be maintained and where the enemy's efforts are likely to result in a gaining a foothold, violent counterattacks must be employed to deny him access into the MBA.

c. **Rear Area.** Infantry companies may be deployed in the rear area to protect CSS elements and to defend high payoff assets, lines of communications, C2 nodes, and other key locations.

d. **Counterattacks.** Small Infantry-heavy reserves supported by BFVs and or tanks, if available, should be prepared to counterattack to regain key positions, to block enemy penetrations, to provide flank protection, and to assist by fire the disengagement and withdrawal of endangered positions. It is especially important for enemy footholds to be repelled violently. When the reserves are committed to counterattack to reinforce a unit, they may be attached to the unit in whose sector the counterattack is taking place. Otherwise, the counterattack becomes the main effort. This makes coordination easier, especially if the counterattack goes through the unit's positions.

e. **Defense During Limited Visibility**. Company commanders can expect the attacker to use limited visibility conditions to conduct necessary operations to sustain or gain daylight momentum.

(1) Commanders should employ the following measures to defend against attacks during limited visibility:

(a) Defensive positions and crew-served weapons should be shifted from an alternate position or a hasty security position just before dark to deceive the enemy as to the exact location of the primary position.

(b) Unoccupied areas between units, which can be covered by observed fire during daylight, may have to be occupied, blocked, or patrolled during limited visibility. Early warning devices and obstacles need to be installed.

(c) Radar, remote sensors, and night observation devices should be emplaced to cover streets and open areas. Thermal imagery devices, such as the one found on the TOW weapon system, are excellent for observation during limited visibility.

(d) Noise-making devices, tanglefoot tactical wire, and LP/OPs should be positioned on all avenues of approach for early warning and to detect infiltration.

(e) Artificial illumination should be planned, to include the use of street lamps, stadium lights, pyrotechnics, visible and IR ILLUM, and so forth.

(f) Indirect fire weapons, grenade launchers, and hand grenades should be used when defenses are probed to avoid disclosure of defensive positions.

(g) Tank and BFV platoons must know the locations of friendly positions. The use of thermal recognition signals and markers can help decrease the possibility of fratricide.

(2) Commanders should initiate FPFs through the use of a planned signal. Crew-served weapons, armored vehicle-mounted weapons if available, and individual riflemen fire within their assigned sectors. Grenades and command-detonated mines should be used to supplement other fires as the enemy approaches the positions.

(3) Defenders should move to daylight positions before BMNT. Buildings should be marked from the friendly side IAW unit SOP in order to facilitate movement. Armored vehicles can be used to cover the movement of friendly troops.

f. **Communications Restrictions.** Radio communications will initially be the primary means of communication for controlling the defense of an urban area and for enforcing security. Structures and a high concentration of electrical power lines may degrade radio communication in urban areas. Wire should be emplaced and used as the primary means of communications as time permits. However, wire can be compromised if interdicted by the enemy. Messengers can be used as another means of communication. Visual signals may also be used but are often not effective because of the screening effects of buildings and walls. Signals must be planned, widely disseminated, and understood by all assigned and attached units. Increased battle noise makes the effective use of sound signals difficult.

L-13. HASTY DEFENSE

A very likely defensive mission for the Infantry company in urban terrain will be to conduct a hasty defense. This mission is characterized by reduced time for the preparation of the defense. All of the troop leading procedures are the same. The priorities of work will basically be the same, but many will take place concurrently. Units will be deployed, weapons emplaced, and positions prepared in accordance with the mission analysis and amount of time the company commander has available. Companies must be prepared to conduct a hasty defensive mission as part of stability and support operations.

a. **Occupation and Preparation of Positions.** Preparations for the hasty defense will vary with the time available. The preparations described below will generally take between two to four hours. In a hasty defense, the primary effort is to camouflage and conceal the presence of the hasty fighting positions and provide as much protection as possible for the soldiers manning them. Positions are constructed back from the windows in the shadows of the room using appliances, furniture, and other convenient items and materials. The emphasis on fortifying positions and making major alterations to the environment is reduced. These actions will occur after security has been established.

(1) ***Position Crew-Served and Special Weapons.*** Generally, they will be employed from the inside of buildings, unless an outside position is preferable and can be protected and camouflaged. Armored vehicles can exploit longer fields of fire or a reverse slope engagement using buildings to protect the vehicle's position.

(2) ***Emplace Barriers and Obstacles.*** Lack of time means there will be two belts established and they will not be as extensive as in a defense that permits more time. Cover all obstacles with observation and fire.

(a) *First Belt.* The first belt will usually be between 50-100 meters from and parallel to the defensive trace. It will normally consist of wire obstacles, improvised barriers, road craters, and minefields. For example, burning tires and trash have proven to be effective obstacles on urban terrain. Antitank and command detonated mines will be used consistent with the ROE. This belt will block, fix, turn, or canalize the enemy; disrupt attack formations; and inflict casualties.

(b) *Second Belt.* The second belt is the denial belt. It consists of wire obstacles placed around, through, and in the defensive buildings and close-in mine fields as well as in subsurface accesses. It impedes and complicates the enemy's ability to gain a foothold in the defensive area. Command detonated Claymores should be used extensively consistent with the ROE. Claymores should be placed where they will not cause friendly casualties.

(c) *Field-Expedient Obstacles.* Field-expedient obstacles made from available materials, such as rubble, cars and light poles, should be employed.

(3) ***Prepare Positions.*** Squads and platoons will prepare positions using whatever materials are available; for example, filling dressers or other furnishings with earth or other materials.

(4) ***Rehearsals***. Conduct rehearsals with leaders and soldiers concerning the orientation of the defense, unit positions, location of crew served weapons, CASEVAC, resupply, execution of counterattack plans, withdrawal plan, and so on. One of the more important rehearsals to conduct is the synchronization of direct and indirect fires to accomplish the commander's intent.

(5) ***Movement Enhancement.*** There will not be much time to improve movement within the defense. Units should plan to use subsurface and supersurface (through buildings) routes. Priority should be given to removing obstructions to alternate positions and to the counterattack route.

(6) ***Communications***. Check communications. Communications will initially be radio. Plans should be made for messengers, and routes improved for them. Wire is emplaced as an improvement to the defense as time and the terrain allow.

> **Note:** The digital force has the potential to provide accurate threat information that can enhance situational understanding, which helps facilitate targeting and obstacle placement. JSTARS; GUARDRAIL; unmanned aerial vehicles, if present; and other reconnaissance assets will significantly improve the threat situational understanding and targeting capability of the unit.

b. **Improving the Defense.** As time permits, the following areas can be given consideration and prioritized in accordance with METT-TC.

- Sleep plan.
- Barrier and obstacle improvement.
- Improvement of primary and alternate positions.
- Preparation of supplementary positions.
- Additional movement enhancement efforts.
- Initiation of patrols.
- Improvement of camouflage.
- Maintenance/refueling.
- Continued rehearsals for counterattack and withdrawal.

L-14. DEFENSE OF VILLAGE

An Infantry company may be given the mission to defend a village. Once the company commander has completed his reconnaissance of the village, he scouts the surrounding terrain and, with the information assembled, he develops his plan for the defense. One of his first decisions is whether to defend with his Infantry on the leading edge of the village or farther back within the confines of the village. Normally, defending on the leading edge will be more effective against an armor heavy force, where the defending company can take advantage of longer range observation and fields of fire. Defending in depth within the village will be more effective against a primarily Infantry heavy force, in order to deny the enemy a foothold. This decision will be based on the factors of METT-

TC. This mission is usually characterized with the company defending an urban area that is surrounded by open terrain. The company may need to coordinate with adjacent units to plan for the defense or control of this terrain.

a. **Influencing Factors.** Several factors influence the commander's decision. First, he must know the type of enemy that his company will defend against. If the threat is mainly Infantry, the greater danger is allowing them to gain a foothold in the town. If the threat is armor or motorized Infantry, the greatest danger is that massive direct fire will destroy the company's defensive positions. The company commander must also consider the terrain forward and to the flanks of the village from which the enemy can direct fires against his positions.

b. **Platoon Battle Positions.** Based on the mission analysis, platoons are normally given a small group of buildings in which to prepare their defense, permitting the platoon leader to establish mutually supporting squad-sized positions. This increases the area that the platoon can control and hampers the enemy's ability to isolate or bypass a platoon. A platoon may be responsible for the road through the village. The rest of the company is then positioned to provide all-round security and defense in depth.

c. **Company Mortars and Antitank Weapons.** A position for the company mortars must be chosen that protects mortars from direct fire and allows for overhead clearance. Antitank weapons are placed where they can engage targets at maximum ranges with alternate firing points. Infantry should protect antitank weapons (see paragraphs L-25 and L-27).

d. **BFVs.** Based on METT-TC considerations, BFVs may be placed along the forward edge of the urban area to engage enemy armored vehicles. Friendly armored vehicles can also be placed in positions to the rear of the buildings and interior courtyards where their weapon systems can provide added rear and flank security. Combat vehicles are assigned primary, alternate, and supplementary positions as well as primary and secondary sectors of fire. They should be positioned in defilade behind rubble and walls or inside buildings for movement into and out of the area. Armored vehicles can also be used for resupply, CASEVAC, and rapid repositioning during the battle. BFVs can also provide a mobile reserve for the company. If a mechanized Infantry platoon is attached, it is controlled through its chain of command. If a mechanized Infantry section is attached, it can be controlled through the senior squad leader.

e. **Tanks.** If a tank platoon is available from the battalion task force, the company commander could place the tanks along the leading edge where rapid fire would complement the antitank weapons. The tank platoon leader should select exact firing positions and recommend engagement areas. If faced by enemy Infantry, the tanks move to alternate positions with the protection of friendly Infantry. These alternate positions allow the tanks to engage to the front as well as the flanks with as little movement as possible. Positions can be selected within buildings and mouseholes can be constructed. After they are withdrawn from the leading edge of the village, the tanks could provide a mobile reserve for the company.

f. **Rubbling.** If he has the authority and the ROE permit, the company commander will also decide if buildings should be rubbled to increase fields of fire. However, rubbling the buildings too soon or rubbling too many may disclose his exact locations and destroy cover from direct fire. Because rubbling may take more resources than are available to a company, careful consideration of available resources must be made prior to rubbling. Additionally, care must be taken not to rubble areas that are necessary to support operations, such as MSRs. Buildings are normally rubbled with engineer assistance; engineers will usually employ explosives and engineer equipment to accomplish this task. If available, armored vehicles can be used to rubble buildings.

g. **FPFs.** FPFs are planned to address the biggest threat to the company—the enemy's Infantry. When firing an FPF inside an urban area is required, mortars are more effective than artillery. This is due to their higher angle of fall that gives them a greater chance of impacting on the street.

h. **Barriers and Obstacles.** Obstacles are easily constructed in an urban area. The company commander must stop enemy vehicles without interfering with his own movement in the village. Therefore, the company detonates cratering charges at key street locations on order. Mines are laid on the outskirts of the town and along routes the company will not use. Barriers and obstacles are normally emplaced in three belts. If attached or OPCON, the tank or BFV platoon leader can assist the commander by giving advice on where to place antivehicular obstacles.

i. **Engineers.** The supporting engineers use C4 and other explosives to make firing ports, mouseholes, and demolition obstacles. Based upon his priority of work, the commander tells the engineer squad leader to assist each of the Infantry platoons preparing the village for defense and to execute the company team's obstacle plan. The engineer squad leader's mission is to tell the Infantrymen exactly where to place the demolitions and how much is needed for the desired effect. He assists in preparation of charges. He also assists in the emplacement and recording of the minefields as well as the preparation of fighting positions.

j. **Service Support.** Ammunition expenditure is usually high when fighting in an urban area. To avoid moving around the village with ammunition resupply during the battle, the commander directs that ammunition be stockpiled in each occupied platoon and squad position. He also orders the platoons to stockpile firefighting equipment, drinking water, food, and first-aid supplies at each squad position. Other factors the company commander must consider are:

- Resupply/pre-positioning of caches.
- Casualty evacuation.
- Firefighting/ventilation. (See FM 90-10-1.)
- Security.

k. **Communications.** To ensure adequate communications, redundant verbal and nonverbal communications are planned and checked. The company installs a wire net and develops a plan for pyrotechnic signals. Backup wire should be laid in case primary lines are cut by

vehicles, fires, or the enemy. The commander also plans for the use of messengers throughout the village.

L-15. DEFENSE OF A BLOCK OR GROUP OF BUILDINGS

An Infantry company operating in urban terrain may have to defend a city block or group of buildings in a core periphery or residential area. The company conducts this operation in accordance with the battalion task force's defensive scheme of maneuver. The operation should be coordinated with the action of security forces charged with delaying to the front of the company's position. The defense should take advantage of the protection of buildings that dominate the avenues of approaches into the MBA. This mission differs from defense of a village in that it is more likely to be conducted completely on urban terrain, without surrounding open terrain that characterizes the defense of a village. An Infantry company is particularly well suited for this type of mission, since the fighting will require the enemy to move Infantry into the urban area in order to seize and control key terrain. Table L-2 describes the frontages that are normally occupied when defending on this type of terrain. The density of buildings, rubble, and street patterns will dictate the company's frontage.

UNIT	FRONTAGES	DEPTHS
BN or BN TF	4 to 8 Blocks	3 to 6 Blocks
CO or CO TM	2 to 4 Blocks	2 to 3 Blocks
Platoon	1 to 2 Blocks	1 Block

Table L-2. Approximate frontages and depths.

Note: An average city block has a frontage of about 175 meters. These minimum figures apply in areas of dense, block type construction; multi-story buildings; and underground passages. The factors of METT-TC must be applied to the defense of buildings and frontages can be extended or reduced accordingly.

a. **Task and Purpose.** A well-organized company defense in the urban area-

- Defeats the enemy's attack on the streets and city blocks by using obstacles and fire.
- Destroys the enemy by ambush and direct fire from prepared positions within defensible buildings.
- Clears the enemy from footholds or remains in place for a counterattack.

b. **Reconnaissance and Security.** The execution of the mission will be more effective if the terrain is reconnoitered and obstacles and fire lanes are prepared. The LP/OPs should be supplemented by patrols, mainly during periods of limited visibility, and wire communications should be used. Platoons should be given the mission to provide one LP/OP

in order to provide spot reports concerning the size, location, direction and rate of movement, and type of enemy assaulting the company sector or battle position.

c. **Task Organization.** METT-TC factors will determine how the company will be task organized to accomplish the mission. A possible task organization might be:

(1) ***Rifle Platoons.*** Three platoons (one platoon minus a squad) occupy the defensive sector.

(2) ***Reserve***. Detached squad from one of the rifle platoons. The reserve should be given priority of commitment missions such as reinforcing the fires of the defense, reacting to a danger on the flank, or counterattacking to throw the enemy from a foothold. The biggest threat to the company is for the enemy to gain a foothold and use it to begin clearing buildings. Any foothold should be counterattacked and the enemy must be quickly and violently expelled.

(3) ***Fire Support.*** Company 60-mm mortar and antitank weapons.

(4) ***Company Control.*** An engineer squad, with priority to the company obstacle plan, then reverts to company reserve. Engineers should be controlled at company level. They construct obstacles, prepare access routes, and assist in preparing defensive positions. Additional attachments or OPCON units, such as BFVs, tanks, and TOWs may be placed under company control. For example, a BFV Infantry element can be used to defend a sector or battle position. The BFVs can stay under the control of the platoon sergeant and support by fire and or conduct other missions as determined by the company commander. A platoon or section of tanks attached or OPCON to the company should provide heavy direct-fire support, engage enemy tanks, and support counterattacks. An attached or OPCON tank platoon can initially attack by fire and then revert to a mobile reserve role. The company executive officer can be used to control a reserve with multiple elements.

d. **Execution.** The defensive forces should ambush on the avenues of approach, cover the obstacles by fire, and prepare a strong defense inside the buildings. Counterattack forces should be near the front of the company sector in covered and concealed positions with an on order mission to counterattack. Rehearsals should be conducted both day and night. Counterattack forces should also be given specific instructions of what their actions will be after the enemy assault has been repelled; for example, stay in sector or revert back to reserve status.

L-16. DEFENSE OF KEY URBAN TERRAIN

An Infantry company may find itself having to defend key urban terrain. This defense may be part of defensive operations or may be an adjunct mission to stability and support operations. In many cases, this mission may be characterized by an unclear enemy situation and extremely restrictive ROE. The key terrain may be a public utility, such as gas, electrical, or water plants; a communications center, such as radio and or television; transportation center; a traffic circle; and so forth. When assigned a mission of this type, a company commander may often find his company

having to defend a piece of terrain that he would rather not have to occupy. Often the facilities previously described are sited for their centrality of location and convenience and not for the defensibility of the terrain.

a. **Task Organization.** The factors of METT-TC will determine the task organization of the company. Figure L-11 depicts an Infantry rifle company reinforced with an additional rifle platoon to defend the objective (water purification plant). Additional assets will be given to the company commander as they are requested or assigned, based on mission requirements and availability. In the situation depicted in Figure L-11, the organic weapons of the Infantry company are sufficient to accomplish the mission. The only additional requirement was for another rifle platoon to defend the objective.

b. **Tasks.** In the situation shown in Figure L-11, the company commander has determined that in order to properly defend the objective, he needs to deploy platoons on the defensible terrain available. Therefore, he is defending urban terrain (left), high ground (top), and low vegetated terrain (right, bottom). Additionally, it may be necessary to perform some of the tasks listed below:

- Provide inner and outer security patrols.
- Conduct counterreconnaissance.
- Establish LP/OPs.
- Establish checkpoints and roadblocks.
- Conduct civilian control and evacuation.
- Conduct coordination with local authorities.
- Prevent collateral damage.
- Supervise specific functions associated with operation of the facility, such as water purification tests, site inspections, and so forth.

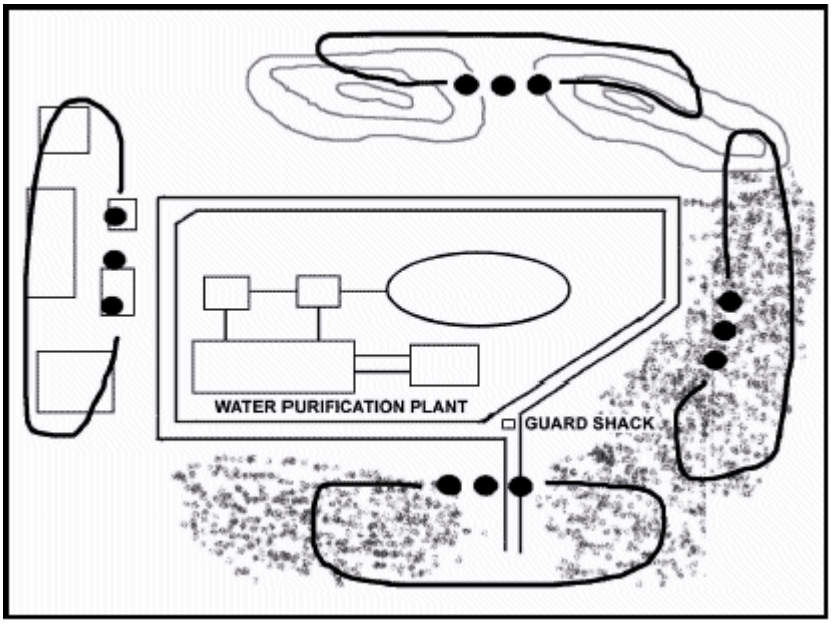


Figure L-11. Perimeter defense of key terrain

c. **Execution.** The company commander will normally deploy platoons in a perimeter around the objective in order to dominate key terrain and cover the mounted and dismounted avenues of approach into the objective. (See Chapter 5, paragraph 5-23, for further information.) Machine guns and antitank weapons will be emplaced to cover the dismounted and mounted avenues of approach into the objective, respectively. Wire obstacles will normally be used to restrict and deny entry into the objective area. Obstacles should be covered by fire and rigged with detection devices and trip flares. Antitank and command-detonated mines will be used consistent with the ROE. The company will have to be prepared to defend against a direct attack, such as a raid, or sabotage against key facilities within the objective, for example, water filtration system, pump station, and so forth. The commander will have to make an assessment as to the overall importance of the key facilities within the objective and prioritize security requirements. The 60-mm mortar section will be positioned to provide 360-degree fire support. The AT section will be positioned to engage vehicular targets. If the threat does not require the employment of mortars or AT weapons, these sections can be given other tasks.

d. **Other Considerations.** Depending on the mission requirements and threat, the company commander may have to consider the need for the following.

- Artillery and attack helicopter support.
- ADA assets to defend against air attack.
- Engineer assets to construct obstacles.
- Interpreters to assist in the functioning of the facility and operation of the equipment.
- MP, civil affairs, and or PSYOP assets for civilian control and liaison/ coordination with local police and or authorities.
- BFVs or tanks to act as a mobile reserve or reaction force, or integrated into the company plan.

e. **Force Protection.** The company may be required to conduct a perimeter defense as part of a force protection mission, such as defending a friendly base camp on urban terrain. The same techniques of establishing a perimeter defense would be used. The company will maintain the appropriate level of security (100, 50, 30 percent, etc.), consistent with the commander's plan and the enemy situation. Additional tasks may include:

- Setting up roadblocks and checkpoints.
- Searching individuals and vehicles prior to entry into the camp.
- Maintaining a presence as a show of force to the population outside the base camp.
- Conducting inner and outer security patrols.
- Clearing potential threats from any urban terrain that overwatches the base camp.
- Conducting ambushes to interdict any enemy forces moving towards the base camp.

- Restricting access to locations within the base camp. Conducting surveillance of these locations from within or from adjacent structures or positions.
- Conducting reaction force duties inside and outside the perimeter of the camp.

> **Note:** See Appendix A and TC 7-98-1 for detailed information on roadblocks, checkpoints, and searches.

f. **Defense of a Traffic Circle.** An Infantry company may be assigned the mission of defending a key traffic circle in an urban area, or similar terrain, to prevent the enemy from seizing it or to facilitate movement of the battalion task force or other units (Figure L-12).

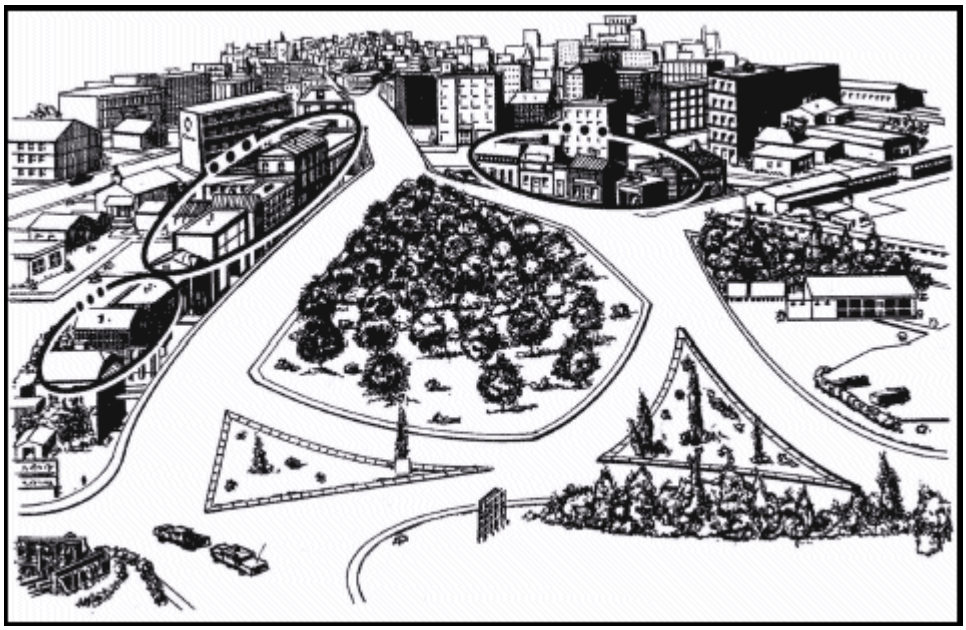


Figure L-12. Defense of a traffic circle.

(1) The company commander with this mission should analyze enemy avenues of approach into the objective and buildings that dominate those avenues. He should plan direct and indirect fires, consistent with the ROE, on to the traffic circle itself and on the approaches to it. He should also plan for all-round defense of the buildings that dominate the traffic circle to prevent encirclement. The company should prepare as many covered and concealed routes between these buildings as time permits. This makes it easier to mass or shift fires and to execute counterattacks.

(2) Obstacles can also deny the enemy the use of the traffic circle. Obstacle planning, in this case, must take into account whether friendly forces will need to use the traffic circle.

(3) Antitank weapons can fire across the traffic circle if fields of fire are long enough. Tanks should engage enemy armored vehicles and provide heavy direct-fire support for counterattacks. BFVs should engage enemy armored vehicles and provide direct fire to protect obstacles.

L-17. DEFENSE OF AN URBAN STRONGPOINT

See Chapter 5, paragraph 5-25 for information on defending an urban strongpoint.

L-18. DELAY

The intent of a delay is to slow the enemy, cause casualties, and stop him, where possible, without becoming decisively engaged. This is done by defending, disengaging, moving, and defending again. A company delay is normally conducted as part of the battalion task force's plan. The delay destroys enemy reconnaissance elements forward of the outskirts of the urban area, prevents the penetration of the urban area, and gains and maintains contact with the enemy to determine the strength and location of the main attack by trading space for time. Infantry companies are well suited for this operation, because they can take advantage of the cover and concealment provided by urban terrain and inflict casualties on the enemy at close range. Delays can be planned by assigning platoon battle positions, platoon sectors, or both. Figure L-13 depicts a company delay in urban terrain with the company commander assigning platoon battle positions. Routes are planned to each subsequent battle position or within the sector. Routes also are planned to take advantage of the inherent cover and concealment afforded by urban terrain, such as going through and hugging buildings, using shadows, subsurface areas, and so forth. (See Chapter 6, paragraph 6-9, for detailed information concerning delays.)

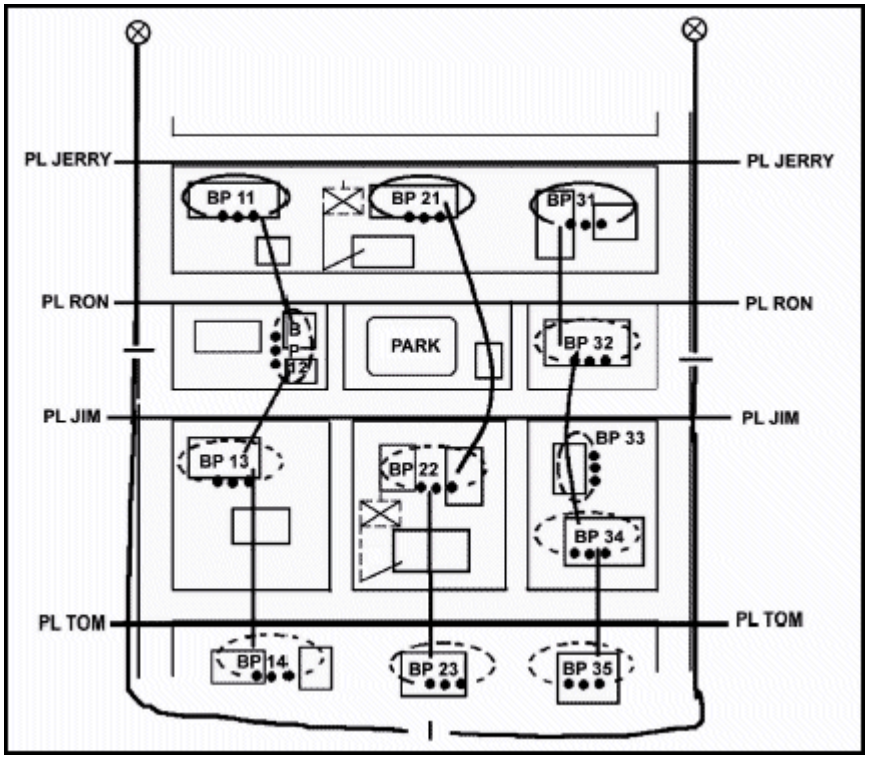


Figure L-13. Company delay in a urban area.

a. The company's sector should be prepared with obstacles to increase the effect of the delay. Engineers prepare obstacles on main routes but avoid some covered and concealed

routes that are known by the friendly troops for reinforcement, displacement, and resupply. These routes are destroyed and obstacles are executed when no longer needed.

b. Antiarmor weapon systems, tanks, and BFVs should be positioned on the outskirts of the urban area to destroy the enemy at maximum range. They should be located in defilade positions or in prepared shelters. They fire at visible targets and then fall back or proceed to alternate positions. Platoons should be assigned sectors from 100 to 300 meters (one to two blocks) wide. If available, they should be reinforced with sensors or GSRs, which can be emplaced on the outskirts or on higher ground to attain the maximum range in the assigned AO. Platoons delay by detecting the enemy early and inflicting casualties on him using patrols, OPs, and ambushes and by taking advantage of all obstacles. Each action is followed by a disengagement and withdrawal. Withdrawals occur on covered and concealed routes through buildings or underground. By day, the defense is dispersed; at night, it is more concentrated. Close coordination and maintaining situational understanding are critical aspects of this operation.

Section IV. STABILITY AND SUPPORT

Companies may have to conduct operations in environments that do not involve traditional combat. A company may be called upon to conduct a stability or support contingency operation and then have to quickly transition into offensive or defensive missions. The company may also be utilized in a stability or support operation at the successful conclusion of a combat mission. When assigned a stability or support mission, a well-trained company must be able to rapidly shift its focus from war fighting to stability and support and also from stability and support to war fighting. During a stability or support operation, the company performs numerous activities. Essentially, the company accomplishes these activities through execution of tactical tasks, such as security patrols, establishing road blocks and check points, force protection, and so forth. The company normally operates as part of a battalion TF during the execution of stability and support operations. While stability and support operations can occur anywhere, they will most likely occur in an urban environment. (See Appendix A and TC 7-98-1 for additional considerations and TTP.)

L-19. STABILITY OPERATIONS

The purposes of stability operations are to—

- Protect national interests.
- Promote peace or deter aggression.
- Satisfy treaty obligations or enforce agreements and policies.
- Reassure allies, friendly governments, and agencies.
- Encourage a weak or faltering government.
- Maintain or restore order.
- Protect life and property.

- Demonstrate resolve.
- Deter or respond to terrorism.
- Reduce the threat of conventional arms and WMD to regional security.
- Eliminate or contain subversion, lawlessness, and insurgency.

a. **Considerations for Stability Operations.** Conducting stability operations is fundamentally identical to conducting combat operations. While each stability operation is different, the military decision-making process (MDMP) and troop-leading procedures methodologies apply. The considerations listed below supplement those processes and can help the company commander in developing the concept of the operation for stability operations.

- Understand the potential for unintended consequences of individual and small unit actions.
- Display the capability to use force without threatening the population.
- Act decisively to prevent escalation.
- Apply force selectively and discriminately.
- Stress force protection.
- Emphasize information gathering through surveillance and reconnaissance.

b. **Types of Stability Operations.** Table L-3 depicts the types of stability operations that a battalion TF may be called upon to conduct and the missions it will issue its subordinate companies/company teams in order to execute the stability operation(s).

TYPE	MISSIONS
Peace Operations	***Peacekeeping*:** employ patrols, establish checkpoints, roadblocks, buffer zones, supervise truce, EPW exchange, reporting and monitoring, negotiation and mediation, liaison, investigation of complaints and violations, civil disturbance missions, act as quick reaction force (QRF), and offensive and defensive missions. ***Peace Enforcement*:** separation of belligerents; establishment and supervision of protected zones, sanction enforcement, movement denial and guarantee, restoration and maintenance of order, area security, humanitarian assistance, civil disturbance missions, act as QRF, and offensive and defensive missions. ***Operations in Support of Diplomatic Efforts*:** military to military contacts, exercises, security assistance, restore civil authority, rebuild physical infrastructure, provide structures and training for schools and hospitals, and reestablish commerce.

Foreign Internal Defense	***Indirect Support:*** military to military contacts, exercises, area security. ***Direct Support:*** civil-military operations, intelligence and communications sharing, and logistical support. ***Combat Operations:*** offensive and defensive missions.
Support to Insurgencies	Show of force, defensive missions, raids, area security, employ patrols, and provide CSS.
Counterdrug Operations	Liaison and advisor duty, civic action, intelligence support, surveillance support, reconnaissance, logistical support, and information support.
Combating Terrorism	Conduct force protection, offensive and defensive missions.
Noncombatant Evacuation Operations	Attack to seize terrain that secures evacuees or departure area, guard, convoy security, act as QRF, delay, and defend. See FM 90-29.
Arms Control	Seize and destroy weapons, convoy escort, assist and monitor inspection of arms, and conduct surveillance.
Show of Force	Perform tactical movement, demonstration, defensive operations, and perform training exercises.

Table L-3. Types of stability operations, missions.

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 4

Student Handout	This student handout contains facsimiles of the VGTs for students to take notes.

THIS PAGE LEFT BLANK INTENTIONALLY

TERMINAL LEARNING OBJECTIVE

Recognize the Army's keystone doctrine for operations.

W651/JAN 03/VGT-1

ARMY MISSION ESSENTIAL TASKS

- Shape the security environment
- Respond promptly to crisis
- Mobilize the Army
- Conduct forcible entry operations
- Dominate land operations
- Provide support to civil authorities

W651/JAN 03/VGT-2

DIMENSIONS OF THE OPERATIONAL ENVIRONMENT

- Threat → Technology, WMD, Urban fights
- Political
- Unified action
- Land combat operations →
  - Scope
  - Duration
  - Terrain
  - Permanence
- Information
- Technology

W651/JAN 03/VGT-3

THE LEVELS OF WAR

- Strategic
- Operational Level
- Tactical Level

National Policy
Theater Strategy
Campaigns
Major Operations
Battles
Engagements
Small Unit and Crew Action

W651/JAN 03/VGT-4

ATTRIBUTES OF STRATEGICALLY RESPONSIVE FORCES

- Responsive
- Deployable
- Agile
- Versatile
- Lethal
- Survivable
- Sustainable

W651/JAN 03/VGT-5

CONSIDERATIONS OF STRATEGIC RESPONSIVENESS

- Anticipation
- Command and Control
- Lethality of the Deploying Force
- Force Tailoring
- Combat Service Support
- Training

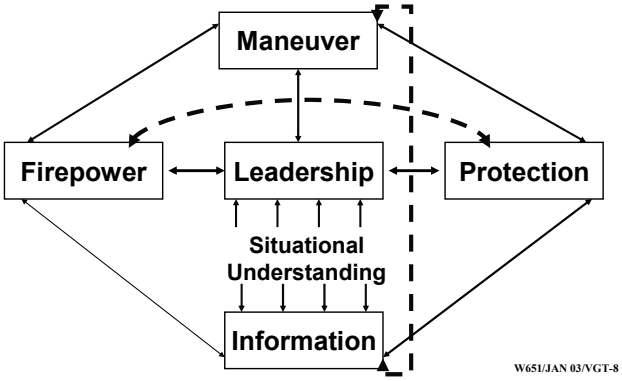
W651/JAN 03/VGT-6

FORCE PROJECTION OPERATIONS

- Mobilization
- Deployment
- Employment
- Sustainment
- Redeployment

W651/JAN 03/VGT-7

THE ELEMENTS OF COMBAT POWER



W651/JAN 03/VGT-8

METT-TC

- Mission
- Enemy
- Terrain and Weather
- Troops
- Time
- Civil Considerations

W651/JAN 03/VGT-9

ELEMENTS OF OPERATIONAL DESIGN

- End state and military conditions
- Center of gravity
- Decisive points and objectives
- Lines of operation
- Culminating point
- Operational reach, approach, and pauses
- Simultaneous and sequential operations
- Linear and nonlinear operations
- Tempo

W651/JAN 03/VGT-10

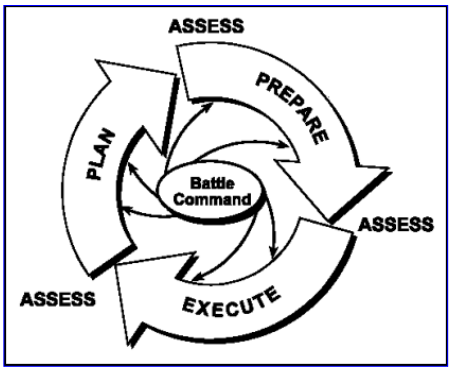
THE BATTLEFIELD OPERATING SYSTEMS

- Intelligence
- Maneuver
- Fire support
- Air defense
- Mobility/countermobility/survivability
- Combat service support
- Command and control

W651/JAN 03/VGT-11

THE OPERATIONS PROCESS

- Plan
- Prepare
- Execute
- Assess



W651/JAN 03/VGT-12

OFFENSIVE OPERATIONS

- Purposes Of Offensive Operations
- Offensive Operations at the Operational and Tactical Levels of War
- Characteristics of Offensive Operations
- Offensive Operations within the Operational Framework
- Forms of Maneuver
- Types of Offensive Operations
- Conducting Offensive Operations
- The Impact of Technology

W651/JAN 03/VGT-13

WHERE URBAN OPERATIONS OCCUR

- Objective lays within an urban area which you cannot bypass.
- The urban area is key terrain.
- Urban area is between two natural obstacles which you cannot bypass.
- Urban area is in the path of a general advance which you cannot be surround or bypass.
- Political or humanitarian concerns.
- Defending from urban areas.
- Occupation, seizure, and control of the urban area will deny the threat control of the urban area.

W651/JAN 03/VGT-14

CONDITIONS OF URBAN OPERATIONS

- SURGICAL
- PRECISION
- HIGH-INTENSITY

W651/JAN 03/VGT-15

URBAN OPERATION ACTIONS

- Continually assess the urban environment.
- Conduct shaping operations.
- Dominate through simultaneous and or sequential operations.
- Plan for and execute transitions.

W651/JAN 03/VGT-16

FUNDAMENTALS OF URBAN OPERATIONS

- Perform Focused Information Operations and Aggressive ISR.
- Conduct Close Combat.
- Avoid the Attrition Approach.
- Control the Essential.
- Minimize Collateral Damage.
- Separate Combatants from Noncombatants.
- Restore Essential Services.
- Preserve Critical Infrastructure.
- Understand the Human Dimension.
- Transition Control.

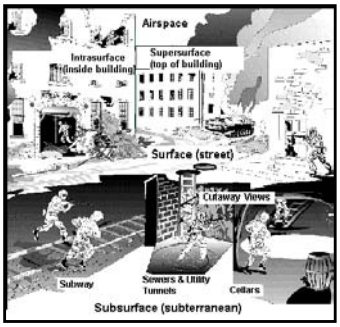
W651/JAN 03/VGT-17

CHARACTERISTICS OF URBAN OPERATIONS

- Changing Conditions.
- Small-Unit Battles.
- Communications.
- Noncombatants.
- High Expenditure of Ammunition.
- Increased Casualties.
- Limited Mounted Maneuver Space.
- Three-Dimensional Terrain.
- Collateral Damage.
- Reliance on HUMINT.
- Need for Combined Arms.
- Need to Isolate Critical Points.
- Snipers.
- Support by Fire Positions.

W651/JAN 03/VGT-18

URBAN BATTLE SPACE



- AIRSPACE
  - RAPID AIR AVENUES OFAPPROACH
  - OBSTACLES = POLES, WIRES, ETC
- SUPERSURFACE
  - ROOFTOP, NO COVER
- INTRASURFACE
  - GROUND TO TOP FLOOR
  - INTERIOR OF BUILDINGS
- SURFACE
  - GROUND, STREET, OR WATER LEVEL
- SUBSURFACE
  - UNDERWATER
  - SUBTERRANEAN

W651/JAN 03/VGT-19

RULES OF ENGAGEMENT (ROE) IMPACTS

- Restrictive ROE.
- Significant issues.
- Mission stability or support.
- Differentiate use of force.

W651/JAN 03/VGT-20

NONCOMBATANTS AND DETAINED PERSONNEL

- Definitions:
  - Combatants.
  - Noncombatants.
  - Prisoners of War.
  - Detained Persons.
- Considerations for handling civilians.
- Determining status of personnel.

W651/JAN 03/VGT-21

TYPES OF OFFENSIVE OPERATIONS

- Hasty.
- Deliberate--
  - Reconnoiter the objective.
  - Move to the objective.
  - Isolate the objective.
  - Secure a foothold.
  - Clear an urban area.
  - Prepare for future missions.

W651/JAN 03/VGT-22

TASK ORGANIZATION

- Assault element.
- Support element.
- Reserves.
- Breaching element.

W651/JAN 03/VGT-23

ORGANIZATION OF THE DEFENSE

- Security operations.
- Main battle area.
- Rear area.
- Counterattacks.
- Defense during limited visibility.
- Communications restrictions.

W651/JAN 03/VGT-24

HASTY DEFENSE

- Occupation and preparation of positions.
  - Weapons position.
  - Emplace barriers and obstacles.
  - Prepare positions.-
  - Rehearsals.
  - Movement enhancement.
  - Communications.
- Improving the defense.

W651/JAN 03/VGT-25

DEFENSE OF A VILLAGE

- Influencing factors
- Platoon battle positions
- Mortars and weapons
- Bradley fighting vehicle (BFV)
- Tanks.
- Rubbling
- Final protective fires (FPF)
- Barriers and obstacles
- Engineers
- Service support
- Communications

W651/JAN 03/VGT-26

DEFENSE OF A GROUP OF BUILDINGS

- Task and purpose.
- Reconnaissance and security.
- Task organization.
- Company control.
- Execution.

W651/JAN 03/VGT-27

TYPES OF STABILITY OPERATIONS

- Peace operations.
- Foreign Internal.
- Defense.
- Support to Insurgencies.
- Counterdrug Operations.
- Combating terrorism.
- Noncombat evacuation operations.
- Arms control.
- Show of force.

W651/JAN 03/VGT-28

Student Handout 5

Student Handout This student handout contains in classroom student assignments.

THIS PAGE LEFT BLANK INTENTIONALLY

Action/Task Student/VTT Site Verbal Reading Assignments from FM 3-0.

Using FM 3-0, specific students/VTT sites will read the following paragraphs out loud during this lesson.

ELO 1	Reference	Page	Paragraphs	Main/Sub Title
	FM 3-0	1-4	1-7	Shape the Security Environment
		1-5	1-12	Respond Promptly to Crisis
		1-5	1-14	Mobilize the Army
		1-6	1-16	Conduct Forcible Entry Operations
		1-6	1-17	Dominate Land Operations
		1-7	1-23	Provide Support to Civil Authorities
		1-8	1-25	The Threat Dimension
		1-9	1-30	The Political Dimension
		1-10	1-32	The Unified Action Dimension
		1-11	1-36	The Land Combat Operations Dimension
		1-12	1-37	The Information Dimension
		1-12	1-39	The Technology Dimension
	FM 3-0	2-2	2-3	The Levels of War
		2-2	2-4	The Strategic Level
		2-2	2-5	The Operational Level
		2-5	2-12	The Tactical Level
		3-2	3-8	Responsive
		3-2	3-9	Sub-para to Responsive
		3-3	3-12	Agile
		3-3	3-13	Versatile
		3-4	3-14	Lethal
		3-4	3-15	Survivable
		3-4	3-17	Sustainable
	FM 3-0	3-5	3-19	Anticipation
		3-5	3-21	Command and Control
		3-6	3-26	Lethality of the Deploying Force
		3-7	3-27	Force Tailoring
		3-10	3-33	Combat Service Support
		3-11	3-35	Training
		3-12	3-39	Mobilization
		3-12	3-39	Deployment
		3-12	3-39	Employment
		3-12	3-39	Sustainment
		3-12	3-39	Redeployment

ELO 2	Reference	Page	Paragraphs	Main/Sub Title
	FM 3-0	4-3	4-3	The Elements of Combat Power
		4-4	4-4	Maneuver
		4-6	4-11	Firepower
		4-7	4-16	Leadership
		4-8	4-20	Protection
		4-10	4-28	Information
		5-4	5-13	Mission
		5-4	5-14	Enemy
		5-5	5-15	Terrain and Weather
		5-5	5-16	Troops and Support Available
		5-5	5-17	Time Available
		5-5	5-18	Civil Considerations
	FM 3-0	5-6	5-25	End State And Military Conditions
		5-7	5-27	Center of Gravity
		5-7	5-30	Decisive Points and Objectives
		5-7	5-33	Lines of Operations
		5-9	5-38	Culminating Point
		5-10	5-40	Operational Reach, Approach, and Pauses
		5-10	5-41	Operational Reach
		5-10	5-42	Operational Approach
		5-10	5-43	Operational Pause
		5-11	5-44	Simultaneous and Sequential Operations
		5-11	5-48	Nonlinear and Linear Operations
		5-12	5-54	Tempo
	FM 3-0	5-16	5-65	Intelligence
		5-16	5-66	Maneuver
		5-16	5-67	Fire Support
		5-16	5-68	Air Defense
		5-16	5-69	Mobility/Countermobility/Survivability
		5-17	5-70	Combat Service Support
		5-17	5-71	Command and Control
		6-1	6-3	Sub-para under Plan
		6-6	6-22	Prepare
		6-9	6-30	Execute
		6-22	6-90	Assess

ELO 3	Reference	Page	Paragraphs	Main/Sub Title
	FM 3-0	7-2	7-2	Purposes of Offensive Operations
		7-2	7-3	Offensive Operations at the Operational and tactical Levels of War
		7-4	7-8	Characteristics of Offensive Operations
		7-6	7-21	Offensive Operations Within The Operational Framework
		7-10	7-30	Forms of Maneuver
		7-13	7-37	Penetration
		7-16	7-42	Types of Offensive Operations
		7-23	7-78	Conducting Offensive Operations
		7-28	7-106	The Impact of Technology

THIS PAGE LEFT BLANK INTENTIONALLY