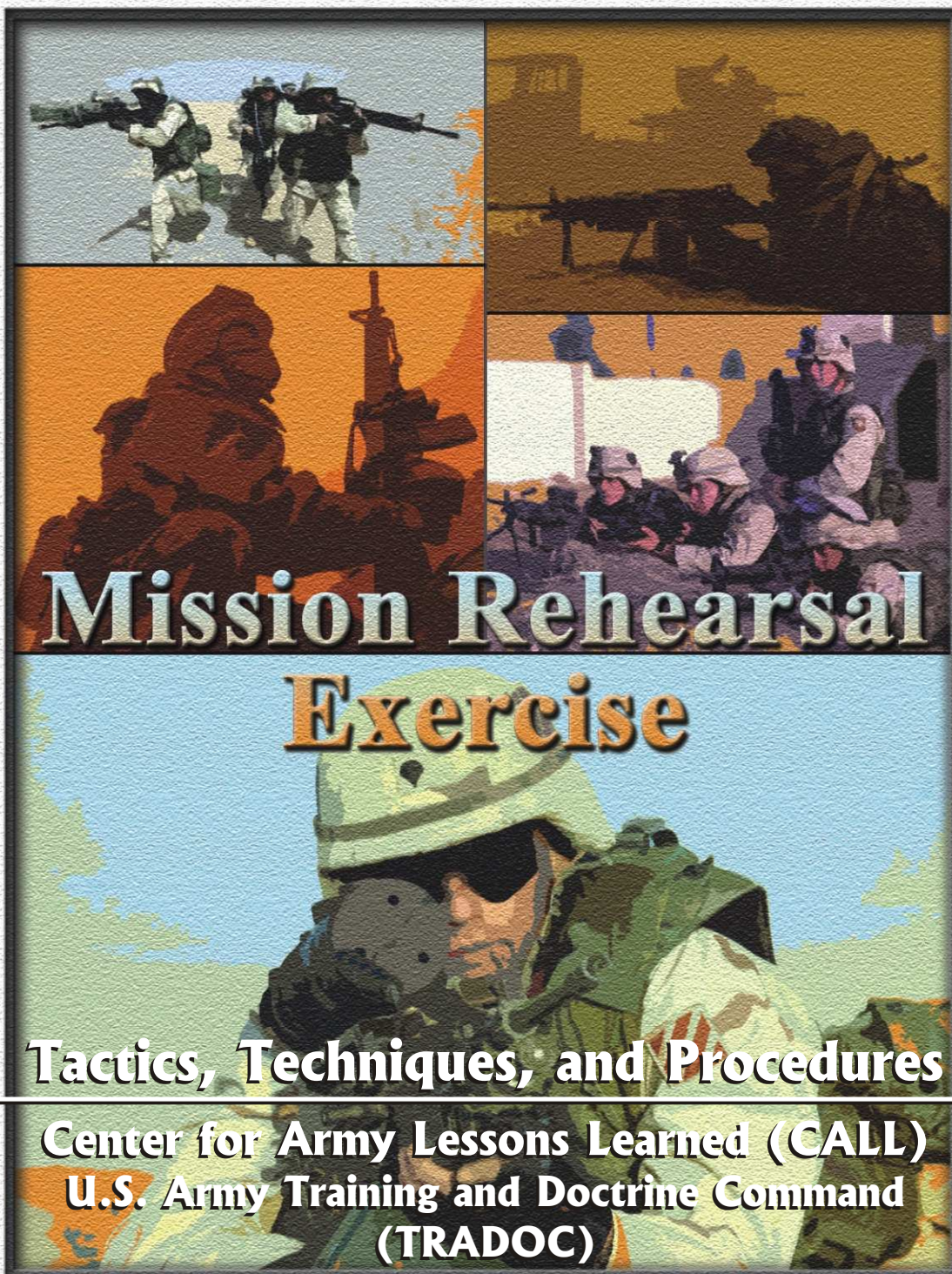




HANDBOOK

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FOREWORD

This CALL handbook provides training and evaluation outlines (T&EOs) for ten critical tasks associated with ongoing military operations in Operations Iraqi Freedom (OIF) and Enduring Freedom (OEF). JRTC observer/controllers (O/Cs) crafted the T&EOs from a collection of subordinate tasks gleaned from numerous mission training plan (MTP) manuals and doctrinal publications spanning the battlefield operating systems (BOS). As the Commander, Operations Group succinctly states in the ensuing Introduction, the T&EOs are a great tool to help focus, and accelerate unit training for stability operations and support operations (SOSO) in the contemporary operational environment (COE).

A handwritten signature in black ink that reads 'Lawrence H. Saul'.

LAWRENCE H. SAUL

COL, FA

Director, Center for Army Lessons Learned

| MISSION REHEARSAL EXERCISE HANDBOOK | |
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CENTER FOR ARMY LESSONS LEARNED

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Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

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INTRODUCTION

The following pages contain training and evaluation outlines (T&EOs) for ten critical tasks associated with ongoing military operations in Operations Iraqi Freedom (OIF) and Enduring Freedom (OEF). The following T&EOs are not found in any single U.S. Army or Department of Defense (DOD) doctrinal manual. They are a compilation of subordinate tasks from numerous mission training plan (MTP) manuals and doctrinal publications across the battlefield operating systems (BOS).

Joint Readiness Training Center (JRTC) observer controllers (O/Cs), many with recent experience in theater, used current doctrine, CALL products, and open source intelligence to ensure that all performance measures are relevant to the area of responsibility (AOR). The performance measures are chosen based on operations in the AOR by units from a predominantly mounted force.

The conditions, task, standards, and performance measures are focused primarily at company level. Coordination measures and higher headquarters responsibilities have also been included to influence the unit to conduct operations in a combined arms context and provide guidelines for use of assets not habitual to the unit.

The attached T&EOs are not a substitute for existing U.S. Army doctrine. They are designed as a primer to accelerate unit training for stability operations and support operations (SOSO) in the contemporary operational environment (COE).

JAMES L. TERRY
COL, IN
Commander, Operations Group

CHAPTER 1

ESTABLISH A CHECK POINT

TASK: ESTABLISH CHECKPOINTS AND OR ROADBLOCKS

REFERENCES: (07-2-1414), (FM 90-10), (FM 100-55), (FM 101-5), (FM 101-5-1), (FM 101-5-2), (FM 20-3), (FM 21-60), (FM 24-35), (FM 24-35-1), (FM 7-10), (FM 7-85), (FM 90-10-1).

CONDITIONS: The company is conducting operations as part of a higher headquarters and has received an operation order (OPORD) or fragmentary order (FRAGO) to establish short duration checkpoints and/or roadblocks at the locations specified in order to enforce tactical orders, disarm the populace, interdict illegal activities, or to gain a census of compliance with current directives. All necessary personnel and equipment are available. Higher headquarters designates a reserve force. The company has communications with higher, adjacent, and subordinate elements. The company has been provided guidance on the rules of engagement (ROE) and rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be conducted during limited visibility conditions.

TASK STANDARDS: The company establishes checkpoints and/or roadblocks in accordance with (IAW) the tactical standing operating procedures (TSOP), the order, and/or higher commander’s guidance. The company commander assigns one platoon or element to each checkpoint. The position or orientation of vehicles, barriers, or materials provides the unit the ability to conduct vehicle and personnel searches IAW with priority intelligence requirements (PIR) in existing orders, specified tasks or special instructions provided by the higher commander, and the ROE/ROI.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|--|-----------|--------------|
| 1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. | | |
| 2. Company commander receives an OPORD or FRAGO and issues warning order (WARNO) to the company using FBCB2, FM, or other tactical means. | | |
| 3. Company commander confirms friendly and enemy situations. a. Receives an updated digital report showing the location of forward and adjacent friendly elements, if applicable. b. Receives an updated enemy situational template for added fratricide prevention and increased force protection, if applicable. c. Clarifies priority intelligence requirements (PIR). | | |
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CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| d. Confirms any changes to the higher headquarters and company task or purpose. | | |
| e. Confirms current enemy activities in zone or along routes designated by higher, (for example, improvised explosive devices (IEDs), ambushes, and criminal activity). | | |
| 4. Company commander plans using troop-leading procedures. | | |
| a. Conducts a digital and/or conventional map reconnaissance. | | |
| <ul style="list-style-type: none"> • Identifies general location of checkpoints and/or roadblocks, if not assigned by higher headquarters. | | |
| <ul style="list-style-type: none"> • Identifies likely avenues of approach. | | |
| <ul style="list-style-type: none"> • Marks tentative dismount points on digital and conventional maps as appropriate. | | |
| b. Confirms the purpose of the checkpoints an/ or roadblocks. | | |
| c. Confirms duration of checkpoints and/or roadblocks with higher headquarters. | | |
| d. Identifies force requirements to execute the mission. | | |
| <ul style="list-style-type: none"> • Requests civil police or female military police (MP) support to conduct female searches, if possible and/or practical. | | |
| <ul style="list-style-type: none"> • Requests tactical psychological (PSYOP) operations team (TPT), civil affairs (CA), and/or counterintelligence teams to assist if required or available. | | |
| e. Requests the additional assets required to establish and operate the checkpoint and/or roadblock (for example, engineer support, military working dog (MWD) team, and light sets). | | |
| f. Plans and coordinates indirect fire support, if required. | | |
| g. Identifies direct fire responsibilities, if applicable. | | |
| h. Ensures checkpoints and/or roadblocks are covered by fire. | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|---|----|-------|
| <p>i. Ensures company is organized to accomplish the mission and/or compensate for combat losses.</p> <ul style="list-style-type: none"> • Includes vehicle search teams. • Includes personnel search teams. <ul style="list-style-type: none"> ◦ Uses civil authorities or female soldiers for female searches, if possible. ◦ Ensures soldiers are aware of special search requirements IAW local culture and customs (females, clergy, and so forth). • Ensures use of security and ensures that assault elements are placed to pursue those within the traffic control post (TCP) site who attempt to avoid the checkpoint • Identifies company level reserve. | | |
| <p>5. Company commander coordinates details of higher command level reserve employment within company zone and briefs platoon leaders on details of commitment of reserve forces.</p> | | |
| <p>6. Company commander disseminates digital reports (if applicable), overlays, and other pertinent information to each platoon to keep them abreast of the situation.</p> | | |
| <p>7. Company commander issues orders and instructions to include ROE and ROI and issues clear and concise tasking to platoons and/or elements.</p> | | |
| <p>8. Company commander and/or first sergeant supervise subordinate element rehearsals.</p> <ul style="list-style-type: none"> a. Reviews specific limitations on use of lethal force to stop a vehicle or pedestrian who does not respond to instructions to stop. b. Practices vehicle and personnel searches. c. Practices questioning techniques. | | |
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CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|---|----|-------|
| <p>d. Practices the inspection of documents as required or available.</p> <ul style="list-style-type: none"> • Required documents are present. • Documents are current and appropriate for the area of operations. • Documents are not counterfeit. | | |
| <p>e. Practices apprehension, detention, and movement of civilian personnel IAW ROE and ROI.</p> | | |
| <p>f. Practices processing contraband.</p> | | |
| <p>9. Company commander or designated representative conducts reconnaissance, time permitting.</p> <p>a. Enters way points into position navigation (POSNAV) equipment to aid navigation.</p> <p>b. Pinpoints checkpoint and/or roadblock locations.</p> <ul style="list-style-type: none"> • Ensures checkpoints and/or roadblocks cannot be seen from more than a short distance away to prevent drivers from avoiding it, when applicable. • Ensures the existence of checkpoints and/or roadblocks will not present such a surprise that drivers cannot stop safely. <p>c. Establishes security at checkpoints and/or roadblocks, if necessary.</p> <p>d. Verifies and updates intelligence information.</p> <p>e. Leaves a surveillance team to observe checkpoints and/or roadblocks, if required.</p> <p>f. Returns to the company position.</p> | | |
| <p>b. Pinpoints checkpoint and/or roadblock locations.</p> <ul style="list-style-type: none"> • Ensures checkpoints and/or roadblocks cannot be seen from more than a short distance away to prevent drivers from avoiding it, when applicable. • Ensures the existence of checkpoints and/or roadblocks will not present such a surprise that drivers cannot stop safely. | | |
| <p>c. Establishes security at checkpoints and/or roadblocks, if necessary.</p> | | |
| <p>d. Verifies and updates intelligence information.</p> | | |
| <p>e. Leaves a surveillance team to observe checkpoints and/or roadblocks, if required.</p> | | |
| <p>f. Returns to the company position.</p> | | |
| <p>10. Company commander adjusts the plan based on updated intelligence and reconnaissance effort.</p> | | |
| <p>11. Company commander disseminates updated digital reports (if applicable), overlays, and other pertinent information.</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|--|----|-------|
| 12. Company elements execute checkpoint operations. | | |
| 13. Company commander or designated representative supervises checkpoint and/or roadblock operations. <ul style="list-style-type: none"> a. Enforces the ROE and ROI and ensures politeness and respectful treatment of individuals is shown at all times. b. Reviews requirements for correct documentation to pass through the checkpoint. c. Maintains communications with higher headquarters and reserve force. d. Requests reserve force, if required. e. Employs the reserve force as part of the company or responds to orders of the reserve force commander, depending on decision of the higher commander. f. Reports to higher headquarters as required (for example, enemy activity, captured materials, civilian activity, intelligence gathered). g. Prepares for future operations. | | |
| 14. Company consolidates and reorganizes as necessary. | | |
| 15. Company secures enemy prisoners of war (EPW) as required. | | |
| 16. Company treats and evacuates casualties. | | |
| 17. Company processes captured documents and/or equipment as required. | | |
| 18. Company continues operations as directed. | | |

CHAPTER 2

REACT TO CIVIL DISTURBANCES

TASK: REACT TO CIVIL DISTURBANCE OPERATIONS

REFERENCES: (FM 19-15), (FM 19-4), (FM 7-10), (FM 7-98), (TC 7-98-1).

CONDITIONS: The company is conducting operations as part of a larger force in a theater where civil disturbances are common and has received an operation order (OPORD) or fragmentary order (FRAGO) with a “be prepared” mission to react to a civil disturbance in the area of operations. Civil disturbances are known to escalate quickly into violence toward the civilian population, authorities, and coalition forces. Unit may be conducting operations in zone or as a reserve force when civil disturbance occurs. All necessary personnel and equipment are available, and the unit can conduct mounted and dismounted operations. The company has communications with higher, adjacent, and subordinate elements. The company has been provided guidance on the rules of engagement (ROE) and/or rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be conducted during limited visibility conditions. Some iterations of this task should be performed using non-lethal munitions and equipment (RC agents and protective masks) during hours of limited visibility.

TASK STANDARDS: The company conducts civil disturbance operations in accordance with (IAW) tactical standing operating procedures (TSOP), the order, and or higher commander’s guidance. The company commander designates a quick reaction force (QRF). The company disperses, contains, or blocks the crowd using the minimum level of force necessary to control the situation. The company apprehends and detains leaders of the civil disturbance and other law violators, as the situation dictates. The company complies with the ROE and/or ROI.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|---|-----------|--------------|
| 1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Company teams without FBCB2 will substitute appropriate standard operating procedures (SOP) for task steps that require FBCB2. | | |

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| <p>2. Company commander plans using troop-leading procedures. Civil disturbances can result from planned protest or any time large crowds gather, so planning times can and will vary. Troop-leading procedures should include the following:</p> <p>a. Coordinate for all relevant information surrounding the disturbance as tactical situation allows. The commander’s information requirements may include:</p> <ul style="list-style-type: none"> • Previous civil disturbances and how they were handled • Potential flash points (words or actions that will increase tension) • Key persons (instigators or promoters) and key buildings/terrain • Potential weapons • Numbers of personnel involved • Tactics employed by similar crowds • Crowd’s issues and objectives • Location of key facilities to include but not limited to: police station, mosque, power generation facilities, government or political party HQs, schools, hospitals, media outlets. • Description of uniforms, vehicles, night observation devices (NOD), and their capabilities. <p>b. Conduct risk assessment for mission and force, (for example, estimated size of crowd, suspected weapons, extent of local support that crowd may have in comparison to unit capabilities).</p> <p>c. Determine commander’s critical information requirements (CCIR) and own intelligence priorities.</p> <p>d. Issue warning order to platoons and implement task organization to include company support sections and attached elements (for example, combat camera teams, psychological operations (PSYOP) team, military working dog (MWD)).</p> <p>e. Ensure clear understanding of procedures to process captured equipment, weapons, and/or detainees.</p> <p>f. Determine vehicle/soldier load plan, routes to link-up point, vehicle security plan.</p> | | |
| <p>3. Company headquarters determines external support requirements.</p> <p>a. Coordinates for police assistance in apprehension, detention, and/or transportation of civilian personnel.</p> <p>b. Coordinates for disposition of evidence.</p> | | |

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| <p>c. Coordinates for support such as snipers, interpreters, special reaction team (reserve), hostage negotiators, military working dogs (MWD) teams, PSYOP teams, civil affairs teams, host nations support, combat camera teams, female search teams, and public affairs officer (PAO).</p> <p>d. Coordinates for special equipment (bullhorns; face shields; batons; and Class V [nonlethal munitions], if available). Possible introduction of heavy vehicle reserve, based on threat and crowd size.</p> | | |
| <p>4. Company commander coordinates with the battalion reserve commander. At a minimum the company commander coordinates the following:</p> <p>a. Confirms reserve radio frequency(ies), call sign(s), and recognition signals.</p> <p>b. Identifies probable link-up points.</p> <p>c. Confirms link-up procedures.</p> <p>d. Confirms battle hand off procedures.</p> <p>e. Confirms procedures for transfer of information.</p> | | |
| <p>5. Company commander briefs platoon leaders and soldiers on ROE and/or ROI.</p> <p>a. Reviews use of minimum force required to control the situation.</p> <p>b. Identifies available nonlethal methods and capabilities.</p> <p>c. States under what conditions deadly force is authorized.</p> <p>d. States the importance of individual restraint and discipline in dealing with crowds.</p> <p>e. Reviews procedures for medical evacuation of U.S. and other personnel.</p> | | |
| <p>6. Company commander and first sergeant (1SG) conduct and/or supervise rehearsals.</p> <p>a. Inspect soldiers, with emphasis on civil disturbance equipment.</p> <p>b. Verify leaders and soldiers understanding of ROE and or ROI.</p> | | |

CENTER FOR ARMY LESSONS LEARNED

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| <p>c. Establish rehearsal priorities to include:</p> <ul style="list-style-type: none"> • Crowd control formations (disperse a crowd) • Employment of lethal and non-lethal munitions • Search, restrain, and detain personnel • CASEVAC procedures | | |
| <p>d. Verify that soldiers understand how to respond to “overmatch” situations.</p> | | |
| <p>Note: Commander determines nature of the disturbance through use of interpreters, CA teams, unit patrols (directed at local authority action, at coalition forces, or religious or demographic event). Reports to higher for further guidance and COA, for example:</p> <ul style="list-style-type: none"> • COA 1: No effects on coalition activity-let occurrence go • COA 2: Ill effects on civilian safety; remove the instigators • COA 3: Danger to civilians and effects on coalition activity; disperse and detain. | | |
| <p>7. Commander supervises unit’s actions in the react to civil disturbance operation.</p> | | |
| <p>a. Isolates the people creating the disturbance from those who have not become actively involved.</p> | | |
| <p>b. Seals off the disturbance area using barricades, roadblocks, and patrols.</p> <ul style="list-style-type: none"> • Moves/directs uninvolved people from the area quickly. • Prevents disorder from spreading to unaffected areas. • Prevents unauthorized people from entering the affected area. • Prevents the escape of people who are bent on expanding the disturbance. | | |
| <p>c. Controls the crowd or employs crowd control formations.</p> <ul style="list-style-type: none"> • Employs line formation. • Employs wedge formation. • Employs echelon formation. • Employs circle formation. • Employs diamond formation. | | |

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| <p>d. Protects likely targets.</p> <ul style="list-style-type: none"> • Key buildings • Utilities and services critical to the functioning community • Key people and very important persons (VIPs) <p>e. Attempts to gain vantage point over the crowd (sniper emplacements)</p> | | |
| <p>Note: The selection and use of crowd control measures depends on the crowd size, temperament, cooperativeness, and degree of organization and uniformity.</p> | | |
| <p>f. Directs apprehension of instigators and other leaders of the disturbance as circumstances permit.</p> <p>g. Supervises and/or directs use of weapons IAW ROE.</p> <p>h. Reacts to special threats (such as bombings, snipers, or hostage situations).</p> <p>i. Supervises the emplacement of barriers.</p> <p>j. Controls actions of PSYOP teams, PAO teams, CA teams, MWD teams, combat camera teams, and host nation support).</p> <p>k. Maintains communication with all elements to include the reserve.</p> <p>l. Provides timely, accurate situation reports (SITREPs) to higher headquarters.</p> <p>m. Maintains unit cohesion and discipline.</p> <p>n. Monitors the situation to include indications of whether or not the confrontation is escalating in terms of size or violence.</p> <p>o. Determines when the unit is in danger of being overmatched by the crowd.</p> | | |
| <p>Note: A unit is overmatched when it can no longer maintain control over the situation due to the size or ferocity of the crowd or the weapons being used.</p> | | |
| <p>p. Calls for reinforcements.</p> <p>q. Directs link up with reserve.</p> <p>r. Employs the reserve as part of the company or responds to orders of reserve commander, depending on decision of battalion commander.</p> | | |
| <p>8. Company consolidates and reorganizes.</p> <ul style="list-style-type: none"> a. Accounts for personnel and equipment. b. Treats and evacuates casualties. | | |

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| c. Reports IAW order and/or TSOP. | | |
| 9. Company secures detained persons as required. | | |
| 10. Company secures captured documents and confiscated equipment or weapons IAW TSOP, order, and/or guidance from higher headquarters. | | |
| 11. Company continues operations as directed. | | |

CHAPTER 3 CONVOY ESCORT

TASK: CONDUCT CONVOY ESCORT

REFERENCES: (FM 07-2-1279), (FM 7-10), (FM 100-55), (FM 101-5), (FM 101-5-1), (FM 101-5-2), (FM 20-3), (FM 20-32), (FM 21-18), (FM 21-60), (FM 24-35), (FM 24-35-1), (FM 7-85), (FM 7-91), (FM 90-10), (FM 90-10-1), (FM 9-43-1)

CONDITIONS: The company is conducting operations as part of a larger force and has received an operation order (OPORD) or fragmentary order (FRAGO) to conduct convoy escort at the location and time specified. The company commander may act as convoy commander or as convoy security element commander. All necessary personnel and equipment are available. The company has communications with higher, adjacent, and subordinate elements. The company has been provided guidance on the rules of engagement (ROE) and/or rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be performed in high traffic areas. Some iterations of this task should be conducted during limited visibility conditions.

TASK STANDARDS: The company conducts convoy escort in accordance with (IAW) tactical standing operating procedures (TSOP), the order, and/or higher commander’s guidance. The company completes necessary coordination with the escorted element. The company positions itself as directed and provides protection as the advance guard, main body, and rear guard of the convoy. During halts, the company maintains local security. The company complies with the ROE and/or ROI.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|--|----|-------|
| 1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. | | |
| 2. Company commander receives an OPORD or FRAGO and issues warning order (WARNO) to the company using FBCB2, FM, or other tactical means. | | |
| 3. Company commander confirms friendly and enemy situations. a. Receives an updated digital report showing the location of forward and adjacent friendly elements, if applicable. (Frequencies and current activities of forward friendly units will assist commanders in determining routes and timings.) b. Receives an updated enemy situational template for added fratricide prevention and increased force protection, if applicable. c. Clarifies priority intelligence requirement (PIR) requirements. d. Confirms any changes to the higher headquarters and company task or purpose. | | |
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| <p>l. Determines actions on contact. (Front, main body, and rear elements)</p> | | |
| <p>m. Determines actions in case of vehicle breakdown (to include cross-loading of equipment in the case of an abandoned vehicle)</p> | | |
| <p>n. Determines actions for a break in column.</p> | | |
| <p>o. Determines actions in built up areas. (Address three-dimensional fight and orientation of weapon systems.)</p> | | |
| <p>p. Determines riot control procedures, if necessary.</p> | | |
| <p>q. Determine actions at the delivery site or final destination (actions should include security, parking, dismount, down load, and follow-on operations).</p> | | |
| <p>r. Determines guidelines and procedures for negotiating with local authorities if required.</p> | | |
| <p>s. Determines communications and signal information (digital, analog, or visual).</p> | | |
| <p>t. Organizes the company as necessary to accomplish the mission and/or compensate for combat losses and designates advance guard, close-in protective group, and rear guard.</p> | | |
| <p>u. Plans/coordinates combat service support (CSS) (for example, medical support, vehicle recovery support, and refuel locations).</p> | | |
| <p>w. Directs actions in high traffic areas (vehicular and/or pedestrian)</p> | | |
| <p>5. Company commander briefs subordinate leaders on escort plan.</p> | | |
| <p>6. Company commander disseminates digital reports (if applicable), overlays, and other pertinent information to each platoon to keep them abreast of the situation.</p> | | |
| <p>7. Company commander issues orders and instructions to include ROE and/or ROI and issues clear and concise taskings to platoons/elements.</p> | | |
| <p>8. Company conducts a rehearsal.</p> | | |
| <p>a. Directs company to conduct pre-combat checks and inspections.</p> | | |
| <p>b. Commander identifies minimum rehearsals to be conducted (for example, actions at halts, actions on contact, movement of the reserve, and actions in high traffic areas).</p> | | |
| <p>c. Company conducts rehearsal in high traffic area, if possible.</p> | | |
| <p>d. Company conducts a COMMEX with all vehicles.</p> | | |

CENTER FOR ARMY LESSONS LEARNED

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| <p>9. Company commander issues FRAGOs, as necessary, to address changes to the plan identified during the rehearsal.</p> | | |
| <p>10. Company enters way points into position navigation (POSNAV) equipment to aid navigation.</p> | | |
| <p>11. Company conducts linkup with the convoy, if required.</p> <ul style="list-style-type: none"> a. Conducts tactical movement to linkup point. b. Uses far and near recognition signals (visual or digital), as appropriate. c. Occupies covered and concealed position at the linkup site. d. Coordinates with the escorted element to determine any changes to or verify company tasks, convoy actions, and other details of the escort mission. e. Directs inspection of escorted vehicles, if time is available. f. Briefs escorted elements on contingencies and other mission specific actions as listed in steps 4f through 4u and the maneuver plan | | |
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| <p>Note: In some situations, linkup may occur before the company commander conducts and/or completes troop-leading procedures.</p> | | |
| <p>12. Company elements execute convoy escort.</p> <ul style="list-style-type: none"> a. Executes advanced guard. <ul style="list-style-type: none"> • Reconnoiters and clears the convoy route, if tasked (or necessary). • Uses most advantageous formation and movement technique, if not assigned. • Uses covered and concealed routes, if possible. • Searches for signs of enemy activity such as ambushes and obstacles. • Identifies obstacles. • Maintains proper weapons orientation to ensure 360-degree security. • Conducts actions on contact. | | |

Note: The advanced guard may be task organized with reconnaissance and mobility assets and linguists as necessary.

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| <p>b. Executes close-in protection for main body.</p> <ul style="list-style-type: none"> • Remains oriented on the route. • Uses most advantageous and/or assigned formation and movement technique. • Uses covered and concealed routes. • Covers all lateral and boundary routes. • Maintains proper weapons orientation to ensure 360 degree or flank security. • Conducts actions on contact. | | |
| <p>c. Executes rear guard.</p> <ul style="list-style-type: none"> • Reacts as directed against enemy forces. • Provides security in the area behind the main body of the vehicle column. | | |

Note: The rear guard serves as a reserve and will either move with the convoy or be located at a staging area close enough to provide immediate action against enemy forces.

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| <p>13. Company executes actions at halts, for any reason other than an obstacle.</p> <p>a. Moves off the route and takes up protected positions forward, to the rear, and to the flanks (up to 100 meters beyond the convoy vehicles) and orient weapons system's outwards.</p> | | |
| <p>b. Remains at REDCON-1.</p> | | |
| <p>c. Establishes dismounted local security and once the convoy is reestablished in column, local security elements (if used) return to their escort vehicles and rejoin the column.</p> | | |

Note: When the order is given to move out, convoy vehicles reestablish movement formation, leaving space for escort vehicles.

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| <p>14. Company elements execute actions on contact.</p> | | |
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Note: Portions of the convoy escort force, such as an mobile gun system (MGS) platoon or section, may be designated as a reaction force. The reaction force is then directed to execute its “Be Prepared to Mission” by the convoy commander.

- Execute actions at an ambush..
- Lay down suppressive fires in the direction of the attack and attempt to quickly clear the kill zone.
- Seek covered positions between the convoy and the enemy and suppress the enemy with the highest possible volume of fire permitted by the rules of engagement (ROE).
- Push damaged/disabled vehicles off route or bypass them.
- Send contact reports to higher headquarters as quickly as possible using FBCB2, FM, or other tactical means.
- Request support from the reaction force or other company elements using FBCB2, FM, or other tactical means as necessary.
- Request indirect fires to suppress/destroy the enemy (lifting and shifting the fires when the platoon assaults) using FBCB2, FM, or other tactical means.
- Request smoke between the enemy and the convoy to obscure the enemy’s line of sight using FBCB2, FM, or other tactical means.
- Execute one of the following courses of action (COAs) once the convoy is clear of the kill zone. (Action is based on the composition of the escort and reaction forces, the commander’s intent, and the strength of the enemy force.)
 - Continue to suppress the enemy as the rear guard and/or reaction force moves to provide support.
 - Break contact and move out of the kill zone.
 - Assault the enemy.

Note: In most situations, escort vehicles, if applicable, will continue to suppress the enemy or execute an assault. Contact should be broken only with the approval of the higher commander or convoy commander in the case that no communications exists with higher headquarters.

15. Company advance guard conducts actions at a point type obstacle.

- a. Identifies the obstacle.
- b. Directs the convoy to make a short halt.

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| <p>c. Moves to the flanks of the convoy and establishes and maintains mounted and dismounted (360 degree) security.</p> <p>d. Sends a contact report to the convoy commander using FBCB2, FM, or other tactical means.</p> <ul style="list-style-type: none"> • Recommends bypassing the obstacle. • Recommends breaching the obstacle with assets on hand and requests the breach force to come forward. • Recommends requesting additional breaching assets. <p>e. Provides overwatch as the breach force comes forward and recons for a bypass.</p> <p>f. As necessary, requests support from battalion task force combat reaction forces, engineer assets (if they are not part of the convoy), and aerial reconnaissance elements.</p> <p>g. Alerts artillery units or the supporting mortar section to be prepared to provide fire support.</p> | | |
| 16. Company reduces or bypasses the obstacle and maintains protection for the convoy. | | |
| 17. Company consolidates and reorganizes as necessary and reports SITREP to higher using FBCB2, FM, or other tactical means. | | |
| 18. Company secures enemy prisoners of war (EPW) as required. | | |
| 19. Company treats and evacuates casualties. | | |
| 20. Company processes captured documents and/or equipment as required. | | |
| 21. Company continues operations as directed. | | |

CHAPTER 4

CONDUCT A CORDON AND SEARCH

TASK: CONDUCT A CORDON AND SEARCH IN A BUILT-UP AREA

REFERENCES: (FM 3-06.11), (FM 3-07), (FM 101-5), (FM 3-21.21), (FM 7-10), (FM 101-5-1), (FM 3-90.2), (FM 7-85), (FM 101-5-2).

CONDITIONS: The company is conducting operations as part of a larger force and has received an operation order (OPORD) or fragmentary order (FRAGO) to conduct a cordon and search for insurgents, sympathizers, or materiel such as contraband, evidence, intelligence material, or supplies at the location and time specified. The company is provided an interpreter(s). Army aviation, engineer and explosive ordnance demolition (EOD) assets may be available. Counterintelligence, civil affairs, psychological operations, and military police with search dogs may be available. The company has communications with higher, adjacent, and subordinate elements. The company has been provided guidance on the rules of engagement (ROE) and/or rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be conducted during limited visibility conditions. Based on size of the objective or sensitivity of the objective, company may also act as only the search force or the cordon force with other coalition forces acting as the search element..

TASK STANDARDS: The company conducts the cordon and search in accordance with (IAW) tactical standing operating procedures (TSOP), the order, and/or higher commander’s guidance. The company establishes a cordon of the designated area without being detected by the insurgents or sympathizers. The company conducts the search and captures all insurgents and enemy material within the cordon. The company complies with the ROE and/or ROI. The company sustains minimal (recommended less than 5%) casualties. The company causes minimal collateral damage and civilian casualties.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| *1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and other available information sources (includes human intelligence [HUMINT] and signal intelligence [SIGINT]). | | |
| *2. Company commander receives an OPORD or FRAGO and issues warning order (WARNO) to the company using FBCB2, FM, or other tactical means. | | |

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>*3. Company commander plans using troop-leading procedures.</p> <p>a. Conducts analysis based on factors of mission, enemy, troops, terrain, time available, and civil considerations (METT-TC) and includes the following information in his analysis:</p> <ul style="list-style-type: none"> • Demographics of the area and how different ethnic groups will respond to operations based on their response to coalition presence, their religious practices and their routine civilian practices. • Key facilities such as religious sanctuaries, police stations, or hospitals. <p>b. Considers insurgent and/or sympathizer capabilities, likely courses of action (COAs), and specific weapons capabilities. Considers recent activities in the area of operation such as:</p> <ul style="list-style-type: none"> • Contacts based on recent activity (RPGs or mortar fire). Commander may request heavy vehicle support. • Civil disturbances • Improvised explosive devices (IEDs) | | |
| <p>Note: Company commander considers how physical reconnaissance will influence the mission based on the target, the area, and the threat. If physical reconnaissance impacts the mission negatively, he avoids a physical reconnaissance of the area just before the search and, instead, uses intelligence such as aerial photographs, if available.</p> | | |
| <p>c. Conducts a digital and/or conventional map reconnaissance.</p> <ul style="list-style-type: none"> • Identifies search location(s). • Identifies tentative security positions. • Identifies inner and outer-cordon boundaries and other control measures. • Identifies routes to and from the search area. • Marks tentative dismount points on digital and conventional maps as appropriate. • Identifies C2 locations (to include redundant and RETRANS locations) | | |
| <p>d. Plans security positions to ensure the protection of the force conducting the operation.</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| e. Designs the cordon to prevent the escape of individuals to be searched. | | |
| <p>Note: Cordon forces must be resourced similar to the search teams in the ways of CASEVAC assets, abilities to hold and transport detained personnel.</p> | | |
| f. Divides the cordoned area into zones and assigns a search team. | | |
| g. Coordinates and synchronizes activities within each battlefield operating system (BOS), as required. | | |
| h. Develops plan to handle captured and apprehended personnel. | | |
| i. Addresses actions on chance contact with belligerents. | | |
| <p>Note: Based on sensitivity of the target, mission can be a combined effort through multiple agencies and units. Commander must understand all units involved in his specific tasks. Coordination and rehearsals with agencies like TF21, operational detachment alpha (ODA) teams and heavy team reinforcement should be considered.</p> | | |
| <p>j. Organizes the company as necessary to accomplish the mission and/or compensate for combat losses (security element, search element, and a reserve element).</p> <ul style="list-style-type: none"> • Organizes the search element into special teams. (This task may be delegated to a subordinate leader.) <ul style="list-style-type: none"> ◦ Search team(s) ◦ Personnel to handle prisoner(s) and coordinate for counterintelligence teams ◦ Interrogation team(s). ◦ Documentation team(s) using a recorder with a camera. ◦ Demolition team(s). ◦ Psychological operation (PSYOP) and or civil affairs team(s). ◦ Mine detection team(s). ◦ Fire support team(s). ◦ Scout dog team(s). ◦ Tunnel reconnaissance team(s). | | |

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|--|----|-------|
| <ul style="list-style-type: none"> • Tasks the appropriate element with security of C2 nodes and HUMINT sources. (The likelihood of maintaining HUMINT sources and transporting them to the target location for exploitation is high.) | | |
| <p>*4. Company commander disseminates digital reports (if applicable), overlays, and other pertinent information to each element to keep them abreast of the situation.</p> | | |
| <p>*5. Company commander issues orders and instructions to include ROE and/or ROI to all organic and non-organic elements task organized for the mission.</p> <ul style="list-style-type: none"> a. Issues clear and concise tasks and purposes to platoons and or elements and/or cordon and search elements. b. Issues list of targeted locations and individuals such as insurgents, sympathizers, criminals, or other suspects to be searched and/or captured. Includes photographs, if available. c. Issues detailed list of contraband, evidence, intelligence materials, supplies, or other items to be seized. Includes list of items prohibited for search and/or seizure. d. Issues instructions to platoons and/or elements that specify how they are to handle suspects and controlled items. e. Issues planning priorities and commitment criteria to the reserve element. | | |
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| <p>6. Company may conduct or gain information from higher headquarters from prior coordination with local civil police and non-governmental organizations (NGOs) based on the sensitivity of the mission and/or working knowledge of the civilian infrastructure, along with the commander’s assessment of the effect of early warning, higher orders, and ROE.</p> | | |
| <p>7. Company commander conducts thorough risk management and implements controls, including appropriate force protection measures, such as body armor, vehicle protection, and convoy security.</p> | | |
| <p>8. Company conducts pre-combat checks (PCCs) and pre-combat inspections (PCIs) of personnel, vehicles, special equipment, and mission knowledge, including ROE/ROI, information operations (IO) themes, special instructions, etc.</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 9. Company conducts a rehearsal including all elements task organized for the mission, minus HUMINT sources. | | |
| *10. Company commander issues a FRAGO, as necessary, to address changes to the plan identified during the rehearsal. | | |
| 11. Company enters way points into position navigation (POSNAV) equipment to aid navigation. | | |
| *12. Company commander coordinates/synchronizes actions of the cordon and search elements. | | |
| *13. Company commander uses FRAGOs as necessary to redirect actions of subordinate elements. | | |
| 14. Company elements move to the area to be searched. | | |
| 15. Cordon element establishes cordon. <ul style="list-style-type: none"> a. Rapidly moves into the positions. b. Employs Army aviation assets for aerial observation, if aviation assets were requested. (Early introduction of aviation platforms may provide the enemy with early warning.) c. Surrounds the area simultaneously to prevent escape of insurgents and to block any reinforcements (during hours of limited visibility, if possible). d. Positions elements in overwatch or blocking positions to support the cordon and isolate the search area from reinforcements. e. Establishes checkpoints and roadblocks. | | |
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CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>16. Search element conducts the search. (The search may be announced or unannounced IAW the order or situation.)</p> <p>a. Conducts the search of suspected insurgents and/or sympathizers, supplies, and equipment with the least inconvenience to the populace using one of three methods.</p> <ul style="list-style-type: none"> • Assembles inhabitants in a central location if they appear to be hostile. (This method provides the most control and simplifies the search and interrogation; however, taking inhabitants away from their dwellings encourages looting and ill feelings.) • Restricts inhabitants to their homes. (This prohibits civilian movement and discourages looting, but makes control and interrogation difficult.) • Controls the heads of households. (Reduces looting and ensures the search teams do not steal anything; this is the best method of searching since it is less disruptive to the inhabitants.) <p>b. Searches all underground and underwater areas.</p> <p>c. Uses observed fire to cover any gaps in the cordon.</p> <p>d. Inspects any freshly excavated ground that could be a hiding place.)</p> <p>e. Uses mine detectors to locate metal objects underground and underwater.</p> <p>f. Uses female searchers if available. If not available, male soldiers searching females take all possible measures to prevent inference of sexual molestation or assault, such as use of metal detector wands and mirror technique.</p> | | |
| <p>*17. Company commander controls the company's rate of search and directs reorganization as needed. The company maintains a tempo slow enough to conduct effective searches, but rapid enough to prevent the threat from reacting to the search.</p> <p>a. Employs the reserve to assist the cordon and search elements as the situation requires.</p> <p>b. Reports the progress of the company to the higher headquarters commander.</p> <p>c. Enforces the ROE and/or ROI.</p> | | |
| <p>18. Company uses minimum essential force to eliminate any active resistance encountered.</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 19. Company consolidates and reorganizes as necessary. | | |
| 20. Company secures captured insurgents as required. | | |
| a. Uses the least force to detain the insurgents. | | |
| b. Turns the insurgents over to the local police as soon as the situation allows. | | |
| 21. Company treats and evacuates casualties. | | |
| 22. Company processes captured documents and/or equipment as required and records the seizure of all contraband, evidence, intelligence material, supplies, or other items IAW ROE, ROI, and instructions. | | |
| 23. Company continues operations as directed. Continued operations may include follow-on actions in the search area including patrols, checkpoints, information operations, and gathering further HUMINT. | | |

“*” indicates a leader task step.

OPFOR TASKS AND STANDARDS

TASK: Conduct Sniper Operations (07-OPFOR-0017)

CONDITION: Red forces are conducting operations independently or as part of a larger force and are ordered to conduct sniper operations against Blue force elements. Blue force elements are occupying an assembly area, conducting tactical movement, conducting a tactical road march, or are otherwise susceptible to a sniper attack. All assigned Red force equipment and personnel are available.

STANDARD: The Red force conducts sniper operations IAW the OPORD and/or commander’s guidance. Red force snipers set up well-concealed locations and engage Blue force personnel with short bursts of semiautomatic fire. Red force snipers delay or disrupt Blue force activities and/or kill Blue force personnel. Red force snipers prevent their position from being discovered. Red force snipers report all specified intelligence requirements to higher HQ.

Note: During training exercises, the Blue force commander or leader should select the size of the Red force element based on threat doctrine.

TASK: Defend a Building (07-OPFOR-0022)

CONDITION: Red forces are conducting operations independently or as part of a larger force.

CENTER FOR ARMY LESSONS LEARNED

The Red force has received an order to defend a building. All necessary personnel and equipment are available. The Red force has automatic weapons, antiarmor systems, and indirect fire support available.

STANDARD: The Red force defends the building in accordance with (IAW) the operation order and/or commander's guidance. The Red force prevents the Blue force from isolating and entering the building. The Red force blocks or canalizes the Blue force to destroy them or force them to withdraw. The Red force retains control of the designated building or counterattacks to regain and maintain control.

Note: During training exercises, the Blue force commander/leader can select the size of the Red force element his unit will face based on current doctrine.

TASK: Maintain Operations Security (OPSEC) (07-OPFOR-0023)

CONDITION: Red forces are conducting operations independently or as part of a larger force. The Red force prevents the Blue force from obtaining information about its operations and/or intent. All necessary personnel and equipment are available.

STANDARD: The Red force maintains operations security (OPSEC) in accordance with (IAW) the operation order and/or commander's guidance. The Red force denies information to the Blue force by maintaining physical security, signal security, and information security. The Red force identifies and eliminates indicators that can be exploited by hostile intelligence organizations.

Note: During training exercises, the Blue force commander or leader should select the size of the Red force element his unit will face based on current doctrine.

TASK: Evade/Resist Capture (07-OPFOR-0024)

CONDITION: Red forces are conducting operations independently or as part of a larger force. Red force soldiers are being overrun or conducting covert operations against the Blue force that makes them susceptible to capture.

STANDARD: The Red force evades/resists capture. If captured, Red force personnel refrain from divulging information about their operations/unit and attempt to escape using every means available.

Note: During training exercises, the Blue force commander/leader can select the size of the Red force element his unit will face based on current doctrine.

**CHAPTER 5
CONDUCT A PATROL**

TASK: CONDUCT PATROL OPERATIONS

REFERENCES: (FM 71-1), (FM 71-2), (FM 7-8), (FM 7-10), (FM 7-12), (FM 7-5), (FM 100-4), (FM3.11-06).

CONDITION: The company team receives an order to occupy a designated sector and conduct operations within a nonlinear contiguous area of operation (AO). Tasks include gain information, apprehend belligerents, enforce Coalition Provisional Authority (CPA) or Coalition Forces Land Component Command (CFLCC) directives, and present a show-of-force while supporting validity of local governmental authority. The order specifies all known or suspected belligerents (black list), primary intelligent requirements, and apprehension and property seizure criteria for operations. Rules of engagement (ROE)/rules of interaction (ROI) have been published. Engineer and intelligence gathering resources are available to the company team. The unit has established communications and digital connectivity via the Army Battle Command System (ABCS), when equipped with subordinate, adjacent, and higher headquarters and is passing information in accordance with (IAW) the tactical standing operating procedure (TSOP). Coalition partners, civilians, government agencies, non-governmental organizations (NGO), and the international media will be present in the area. Contact is possible. Some iterations of this task should be performed during hours of limited visibility.

TASK STANDARD: The company team employs a combination of both overt and covert techniques during operations in order to deter and apprehend belligerents and to defuse situations between different factions IAW the order, higher commander’s intent, and guidance. Patrols operate along designated route(s) or areas of responsibility and are tied to answering information requirements. Observation posts (OPs) are established to overwatch the patrol. The company team organizes a reserve force based on the operational environment. All operations adhere to the ROE/ROI without serious injury to friendly civilians and military forces.

The task steps below may be accomplished using the Force XXI battle command brigade and below (FBCB2) system when indicated in the performance measures prefaced with a (D). Company teams without FBCB2 will substitute appropriate standing operating procedures (SOP) for task steps that require FBCB2.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| *1. (D) Company team commander conducts troop-leading procedures (TLP) to prepare the order. | | |

CENTER FOR ARMY LESSONS LEARNED

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| <p>*2. (D) Prior to assuming ownership of a particular area of responsibility, company team commander issues the order that will address the following:</p> <p>a. Current orientation of AOR to include graphic control measures, routes, major cities with basic demographics, start points (SP) and release points (RP), command directed named areas of interest (NAI), and the time/distance factors for reaction times.</p> | | |
| <p>b. Current situation to include at a minimum:</p> <ul style="list-style-type: none"> • Factions, key leaders, locations, compositions, and dispositions of known belligerents and current activities by these factions. Description of likely belligerent courses of action based on most recent activities. • Description of uniforms of local police, border guards, and army personnel, as required. • Locations of key municipal buildings and leaders. • Local government capabilities and responsibilities and process for coordinating with these agencies. | | |
| <p>c. Terrain to include at a minimum:</p> <ul style="list-style-type: none"> • Locations where belligerents can ambush the company team. • Key or favorable terrain to belligerents. | | |
| <p>d. Weather to include at a minimum:</p> <ul style="list-style-type: none"> • Effects on mobility and reaction times of ground and air assets. • Effects on night observation devices (NODs), communications, and weapons. | | |
| <p>e. Task organization of assigned and attached elements to best accomplish the commander's intent.</p> | | |
| <p>f. Company team commander's intent.</p> | | |

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| <p>g. Scheme of maneuver that includes at a minimum:</p> <ul style="list-style-type: none">• Reconnaissance to include focus, tempo, and engagement criteria.• Development of R&S matrix and graphics to provide further focus/guidance for reconnaissance assets.• Patrolling<ul style="list-style-type: none">◦ Patrol routes to include control measures and reserve/OP locations.◦ Critical areas on or near routes.◦ Order of march, march technique(s), road march, and catch-up speeds.◦ Contingency actions during patrol to include ambush, sniper, and discovery of an IED◦ Dismount and mount points as necessary.• Establishing OPs/reserve locations.<ul style="list-style-type: none">◦ Type, either mounted (maximize vehicular optics and displacement) and/or dismounted (maximize stealth and concealment)◦ Location and purpose with relation to patrols and/or checkpoints.• Reserve<ul style="list-style-type: none">◦ Triggers (criteria) for commitment◦ Primary and alternate routes and linkup points (Routes are rehearsed.)◦ Fire control measures◦ Handover procedures and command and control (C2) relationships after linkup.◦ Higher unit reserve coordination addresses process for requesting commitment (which net) and which net will the reserve commander monitor. | | |
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| <ul style="list-style-type: none"> • If available, locations of liaison to human intelligence (HUMINT) collection source operating in area. • Graphic control measures to support concept of operation to include base camps, phase lines (PL), contact points, and checkpoints, as required. • Priorities of fire and a process for requesting fires (which net). • If available, integration of additional higher headquarters' intelligence, surveillance, and reconnaissance (ISR) assets to augment company team surveillance, as necessary: <ul style="list-style-type: none"> ◦ Tactical unmanned aerial vehicle (UAV) reconnoiters NAI, routes, demonstration areas, belligerent assembly areas, and/or key/decisive terrain. ◦ Ground surveillance radar (GSR) positions for surveillance along avenues of approach. ◦ Employs Remotely Monitored Battlefield Sensor Systems (REMBASS). • Commander's critical information requirements (CCIR). • Liaison and translator requirements, if available. • ROE/ROI to include at a minimum: <ul style="list-style-type: none"> ◦ Use of force ◦ Reaction to provocation • Weapons control status and who or what situation authorizes unit to upgrade. | | |
| <p>h. Priorities for service support and concept of CSS operations.</p> <ul style="list-style-type: none"> • Medical evacuation (MEDEVAC) • Emergency refuel and resupply • Maintenance and vehicle recovery and guidance on disabled vehicles (that is, patrol evacuates vehicle and crew prior to continuing patrol). • Special supply requirements such as Class IV/V, construction, and barrier materials. • Company has answered (4) key questions for evacuating EPWs. Who is responsible for transporting and guarding? Where are they taken? What documentation is required during handover? Detention criteria (level held)? | | |
| <p>i. Movement and/or positioning of company team commander.</p> | | |

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| <p>j. Movement and/or positioning of the company team executive officer (XO) or command post (CP), if applicable, to maintain communications with higher headquarters.</p> <p>k. Responsibilities and procedures for integrating supporting analog units into the digital network, if applicable.</p> <ul style="list-style-type: none"> • Updating locations and status of analog units to digital elements. • Providing locations of key digital elements to analog units. • Providing key information that was digitally transmitted to analog units. <p>l. Commander issues timeline that includes battle rhythm for updates to situation and refined guidance.</p> | | |
| <p>3. Company team prepares for operations.</p> <p>a. Conducts reconnaissance</p> <ul style="list-style-type: none"> • Locations for OPs • Routes to include main supply routes (MSR); looking for potential ambush areas • Casualty evacuation (CASEVAC) routes, collection points, and civilian medical treatment facilities • Unit compounds, bases, or key facilities • Towns and/or villages within AO • Sites designated by higher headquarters or where information suggests rising tensions • Potential for positions or reserve staging areas | | |
| <p>b. Conducts rehearsals</p> <ul style="list-style-type: none"> • Checks internal communications and compatibility • Rehearses movement and linkup procedures between units and reserve • Rehearses actions on contact • Rehearses CASEVAC, rearmament, and resupply procedures | | |
| <p>c. (D) Prior to departure, company team informs higher of patrol times and location for departure, composition, route(s), and time of return, if applicable.</p> | | |

CENTER FOR ARMY LESSONS LEARNED

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| <p>4. Company team conducts mounted or dismounted patrols.</p> <ul style="list-style-type: none"> a. Initiates movement at the designated time using proper formations, movement technique, interval, and speed IAW order and/or SOP. b. Maintains continuous 360-degree ground and air surveillance c. Maintains light discipline (IAW situation) and displays appropriate markings/colors IAW order and/or SOP d. (D) Report control measures IAW order and/or SOP (patrol leaders) | | |
| <p>5. Company team establishes observation posts.</p> <ul style="list-style-type: none"> a. Occupies OPs (designated elements) <ul style="list-style-type: none"> • (D) Reports OP locations to higher and adjacent units, if applicable, in order to maintain and update the command observation post (COP) • (D) Continues to update their locations to prevent them from fading from friendly COPs b. Improves OP position as necessary and employs active and passive protective measures. | | |
| <p>6. Company team reserve conducts the following, once deployed:</p> <ul style="list-style-type: none"> a. Initiates movement using proper formations, movement technique, interval, and speed IAW order and/or SOP. b. Maintains continuous 360-degree ground and air surveillance. c. Displays appropriate markings/colors on vehicles. d. Conducts linkup with appropriate command element. e. Attacks or defends as necessary to relieve endangered element. f. Assists with casualty treatment and evacuation, to include providing security and other service support activities, as necessary. g. Establishes radio checks prior to movement with higher HQ or IAW commander's guidance directed in order. h. (D) Reports control measures and situation updates. | | |

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| <p>*7. Company team maintains command and control (C2) of the operation.</p> <p>a. (D) Monitors the situation.</p> <ul style="list-style-type: none"> • Ensures ROE/ROI are strictly enforced. • Leaders communicate with local governmental authority as appropriate and react proportionally to belligerent escalation. • Ensures that units are following the correct procedures; provides authorization for use of force. • Ensures communications are maintained with subordinate elements during patrol. | | |
| <p>b. Positions himself and moves to best observe and influence operations while maintaining communications with subordinate units (commander).</p> | | |
| <p>c. Maintains voice and/or digital communications with higher headquarters (XO and/or CP).</p> <ul style="list-style-type: none"> • Tracks and disseminates positions and status of units executing patrol. • Reports information that best allows timely decisions by the commander and his higher headquarters. (Also can be used as a patrol back brief) <ul style="list-style-type: none"> ◦ Confirms or denies higher’s information requirements (CCIR and specific information requirements [SIR]) ◦ Threat and/or belligerent factions, compositions, and activities ◦ Capabilities and limitations of infrastructure to support local populace ◦ Serviceability of roads and routes ◦ Source information for power and/or influence ◦ Needs of society ◦ Commander documents all pertinent information from patrols upon conclusion of operations and forwards this information to higher. Timeliness of documents forwarded is IAW higher headquarters’ battle-rhythm or earlier if impact of intelligence dictates (e.g. testimony of HUMINT source that gave names and addresses of belligerent forces planning actions against U.S. forces). | | |

CENTER FOR ARMY LESSONS LEARNED

NOTE * Indicates a leader task.

NOTE + Indicates a critical task.

**CHAPTER 6
SEARCH A BUILDING**

TASK: SEARCH A BUILDING

REFERENCE: ARTEP 7-5 MTP, *Search a Building*, (07-3-1414), (FM 7-5 [3-21.9]), (FM 7-7J), (FM 7-8), (FM 3-21.9), (FM 7-85), (FM 7-98), (FM 90-10-1).

CONDITIONS: The company or platoon (hereafter referred to as the search element) is conducting operations as part of a larger force and has received an operation order (OPORD) or a fragmentary order (FRAGO) to search a building as part of the larger force mission of cordon and search at the location and time specified. Purpose of the operation could include gathering intelligence, detaining belligerent forces, securing hostile equipment and or enforcing directives. All necessary personnel and equipment are available. The search element has communications with higher, adjacent, and subordinate elements. The area around the building is secure. The search element has been provided guidance on the rules of engagement (ROE) and rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Contact with belligerent forces is likely in all cases. Some iterations of this task should be conducted during limited visibility conditions.

TASK STANDARDS: The search element searches the building in accordance with (IAW) the tactical standing operating procedures (TSOP), the order, and/or the commander’s guidance. The search element enters, searches, and exits the building while maintaining all around security. The company complies with the ROE and ROI. Collateral damage is limited and the unit sustains no casualties.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 1. The search element gains and/or maintains situational understanding (SU) using information that is gathered from Force XXI battle command brigade and below (FBCB2) (if applicable), BLUEFOR Tracker, (if applicable), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and/or other available information sources. | | |
| 2. The search element receives an OPORD or a FRAGO and begins mission analysis and issues a warning order (WARNO) to the company using FBCB2, FM, or other tactical means. | | |

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| <p>3. The search element plans using troop-leading procedures.</p> <p>a. Identifies routes to and from the building.</p> <ul style="list-style-type: none"> • Status of routes vicinity building • Improvised explosive devices (IED) and enemy activity in area • Infrastructure characteristics (one way roads, traffic patterns, blocked roads) | | |
| <p>b. Identifies obstacles to movement.</p> | | |
| <p>c. Identifies choke points.</p> | | |
| <p>d. Develops contingency plans for obstacles and danger areas.</p> | | |
| <p>e. Identifies fire control measures.</p> | | |
| <p>f. Establishes graphic control measures.</p> | | |
| <p>g. Coordinates fire control, graphic control, and signal control measures with higher commander.</p> | | |
| <p>h. Coordinates for required assistance. (interpreter, military police [female MP, MP working dogs], explosive ordinance disposal [EOD], civil affairs [CA], local authorities, local police, and so forth).</p> | | |
| <p>i. Identifies potential danger areas.</p> | | |
| <p>j. Organizes the search element as necessary to accomplish the mission and/or compensate for combat losses.</p> <ul style="list-style-type: none"> • Identifies C2 location • Positions reserve forces • Positions CSS assets | | |
| <p>k. Addresses actions on chance contact with the belligerents.</p> | | |
| <p>l. Develops CASEVAC plan for friendly, enemy, and non-combatants.</p> | | |
| <p>m. Determines means of evacuating confiscated items and detained personnel.</p> | | |

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| <p>n. Determines the building entry point and search technique and identifies special equipment</p> <ul style="list-style-type: none"> • Detention material (wire, flex cuffs, blindfolds) • Breach equipment (ladders, ropes, hooligan tools) • Recording material (video cameras, digital cameras) | | |
| <p>o. Selects one of the following methods to control occupants. In all methods unit should plan for handling of females and children; if mission allows, identify presence prior to operation.</p> <ul style="list-style-type: none"> • Assembles inhabitants in a central location. (This method provides the most control and simplifies the search and interrogation; however, it causes inhabitants to vacate their dwellings and will likely result in ill feelings. There is also an increased risk of claims of property damage or stealing. • Directs people located in a building that is not a residence such as an office building or factory to return to their homes. (This method simplifies the search, but it makes control and interrogation difficult.) • Identifies and controls the heads of households. (This method is the best for controlling occupants since it is the least disruptive.) | | |
| <p>4. The search element leader disseminates digital reports (if applicable), overlays, and other pertinent information to each squad/platoon to keep them abreast of the situation.</p> | | |
| <p>5. The search element leader conducts a reconnaissance as required based on the factors of mission, enemy, terrain, troops, time available, and civil considerations (METT-TC). He completes the plan by preparing overlays, refining the indirect fire list, completing CSS and C2 requirements, and updating the tentative plan as a result of the reconnaissance or common operating picture (COP) updates.</p> | | |
| <p>6. The search element leader issues orders and instructions to include ROE and ROI.</p> | | |
| <p>7. The search element conducts rehearsal to include: entering building; movement through hallways, stairways, and entering rooms; search techniques; and detaining and evacuating personnel and equipment.</p> | | |

CENTER FOR ARMY LESSONS LEARNED

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| <p>8. The search element issues FRAGOs, as necessary, to address changes to the plan identified during the rehearsal.</p> | | |
| <p>9. The search element leader determines the method of movement and moves to the building.</p> <ul style="list-style-type: none"> a. Enters way points into position navigation (POSNAV) equipment to aid navigation, if necessary. b. Moves tactically. c. Breaches any obstacles that it cannot bypass. | | |
| <p>10. The search element leader positions himself to where he can best command and control the operation.</p> | | |
| <p>11. Emplace inner cordon security around building(s) to include: snipers/dismounts covering exits, blocking positions along dismounted/mounted routes, and checkpoints to deny entry and inspect vehicles exiting search area.</p> | | |
| <p>12. Intelligence preparation of the battlefield (IPB) leads to one of the following:</p> <ul style="list-style-type: none"> a. Passive or forceful search of the objective: The search element leader determines that no hostile forces occupy the building. <ul style="list-style-type: none"> • Knocks on door and requests entry into the building. • Announces the purpose of the search. • Instructs occupants on whether or not they must vacate the building. • Informs occupants what they must do or not do during the search. • Informs occupants where they must assemble if required. • Questions occupants to determine information about the building. <ul style="list-style-type: none"> ◦ Determines identity of building occupants. ◦ Determines location of building occupants if they are not present. ◦ Determines locations of storerooms. | | |
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| <p>b. Hostile or non-compliant search: The search element leader determines that hostile forces occupies the building.</p> <ul style="list-style-type: none"> • Position support element. • Engage belligerent in the building. <ul style="list-style-type: none"> ◦ Interpreters engage with non-compliant personnel. ◦ Support element suppresses belligerent forces. ◦ Assault element secures a foothold and/or reduces threat | | |
| <p>c. Detain suspects (search, segregate, silence, speed to rear, safeguard).</p> | | |
| <p>13. Search team enters the building.</p> <ul style="list-style-type: none"> a. Uses an overwatch technique. b. Forces entry if necessary. • Limits damage in forcing entry to the minimum necessary to accomplish the task. • Selects an entry point that reduces vulnerability of soldiers making initial entry. c. Redistributes into two teams to enter and search floor above and below simultaneously, if required. d. Holds the detained items in a secure location until disposition if determined. e. Takes appropriate security measures if search element finds hidden persons or prohibited items. • Requires persons to identify themselves. • Secures individuals awaiting transfer of responsibility to civil police, military police, military intelligence, or civil affairs personnel. • Prepares detainee tags or details of circumstances for delivery to designated detention authority. • Inspects weapons and clears them or otherwise makes them safe for transportation. • Documents the circumstances of discovery. | | |

Note: When contraband, equipment, or weapons are found, records of descriptions, serial numbers, or quantities of items found and seized should be kept for inclusion in reports. Chain of custody accounting may be required for equipment or material IAW ROE and/or unit orders. A receipt should be provided to each owner for detained items.

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| <p>14. Search team conducts floor and/or room search.</p> <p>a. Secures entry points.</p> | | |
| <p>b. Announces the intent to search.</p> | | |
| <p>c. Announces the purpose of the search.</p> <ul style="list-style-type: none"> • Team members scan their assigned areas during movement. (The scan area is in three dimensions). • Point man checks for trip wires. • Point man opens doors and pauses behind wall before entry. • Team enters room using a high-man, low-man technique with weapon muzzles tracking where they look. <ul style="list-style-type: none"> ◦ Searches in three dimensions. (Checks for false ceilings, in closets, under furniture, carpets, in wardrobes.) ◦ Searches for specific items. (The team does not waste time on objects that will not accommodate the dimensions of the specific items in question. For example, search for a person does not require opening drawers in a dresser, search for automatic rifles does not require opening shoe boxes). | | |
| <p>d. Emplaces signal device visible to security and support elements to indicate where the search team is working.</p> | | |
| <p>e. Controls occupants in accordance with the method designated by the commander.</p> | | |
| <p>f. Questions inhabitants to determine information about the building.</p> <ul style="list-style-type: none"> • Determines identity of building occupants. • Determines whereabouts of occupants if they are not present. • Determines locations of storerooms. | | |
| <p>g. Identifies access to upper or lower floors.</p> | | |
| <p>h. Continues search pattern until floor plan is completed.</p> | | |
| <p>i. Monitors entry and exit points to the floor it has cleared.</p> | | |

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| <p>15. The commander reports completion of search to higher HQ, as required.</p> | | |
| <p>16. The company consolidates and reorganizes, as necessary.</p> | | |
| <p>17. The company processes captured documents and or equipment, as required.</p> | | |
| <p>18. The company continues operations as directed.</p> <ul style="list-style-type: none"> • Continued patrolling in the vicinity of building searched for further intelligence. • Enforcement of information operations (IO) campaign. | | |

**CHAPTER 7
SECURE ROUTES**

TASK: SECURE ROUTES

REFERENCES: (FM 7-10), (FM 100-55), (FM 3-0), (FM 101-5-1), (FM 101-5-2), (FM 20-3), (FM 21-18), (FM 21-60), (FM 24-35), (FM 24-35-1), (FM 7-12 [3-21.11]), (FM 7-85), (FM 7-90)

CONDITIONS: The company is conducting operations as part of a larger force and has received an operation order (OPORD) or fragmentary order (FRAGO) to secure one or more routes. The start point(s) and release point(s) are specified. All necessary personnel and equipment are available. Engineer support is available. The company has communications with higher, adjacent, and subordinate elements. The company has been provided guidance on the rules of engagement (ROE) and/or rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be conducted during limited visibility conditions, in high traffic areas, and in mission oriented protective posture (MOPP)4.

TASK STANDARDS: The company secures the route(s) in accordance with (IAW) tactical standing operating procedures (TSOP), the order, and/or higher commander’s guidance. The company clears and secures the route, marks the route, and/or provides guides. Friendly units are able to move along route with minimum enemy interdiction. The company complies with the ROE and/or ROI.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2) (if applicable), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and/or other available information sources. | | |
| 2. Company commander receives an OPORD or FRAGO and issues warning order (WARNO) to the company using FBCB2, FM, or other tactical means. | | |

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| <p>3. Company commander plans using troop-leading procedures.</p> <p>a. Conducts analysis based on factors of mission, enemy, troops, terrain, time available, and civil considerations (METT-TC).</p> <ul style="list-style-type: none"> • Considers the enemy’s capabilities, likely courses of action (COAs), and specific weapons capabilities. • Understands demographic areas along route and key civilian activities that have occurred within the zone or along the route. | | |
| <p>b. Conducts a digital and/or conventional map reconnaissance.</p> <ul style="list-style-type: none"> • Identifies the route(s), critical points, checkpoints, and control measures. (Commanders should consider multiple locations for all static positions to allow subordinates to move throughout the mission as a force protection measure) • Identifies tentative rally points. • Identifies tentative security and support by fire. • Identifies likely enemy avenues of approach. • Identifies route(s) to and from rally points. • Identifies tentative observation post location(s). • Marks tentative dismount points on digital and conventional maps as appropriate. • Identifies location for posturing of reserve forces. • Identifies choke points that canalize movement. • Identifies potential danger areas. • Identifies possible by-pass for danger areas, obstacles, and/or choke points. • Determines locations of bridges. • Determines classification of bridges, if possible. • Identifies high traffic areas. | | |
| <p>c. Plans and coordinates indirect fire support and/or close air support, if available.</p> | | |
| <p>d. Identifies direct fire responsibilities.</p> | | |
| <p>e. Designates control measures such as checkpoints.</p> | | |
| <p>f. Identifies communication requirements.</p> | | |
| <p>g. Coordinates and synchronizes activities within each battlefield operating system (BOS).</p> | | |

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| <p>h. Organizes the company as necessary to accomplish the mission and/or compensate for combat losses</p> <p>i. Addresses actions on chance contact with the enemy.</p> <p>j. Plans and coordinates combat service support (CSS).</p> | | |
| <p>4. Company commander coordinates with the higher reserve force commander/leader, if applicable.</p> <p>a. Confirms higher level reserve force radio frequency(ies), call sign(s), and recognition signals and C2 relationships.</p> <p>b. Identifies probable linkup points.</p> <p>c. Confirms linkup procedures.</p> <p>d. Confirms battle hand-off procedures.</p> <p>e. Confirms procedures for transfer of information.</p> <p>f. Addresses company actions on encountering:</p> <ul style="list-style-type: none"> • Belligerent forces and or persons • Mines and booby-traps • Snipers • Roadblocks | | |
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| <p>5. Company commander issues orders and instructions to include ROE and/or ROI and issues clear and concise taskings to platoons/elements.</p> | | |
| <p>6. Company conducts a rehearsal.</p> | | |
| <p>7. Company commander issues FRAGOs, as necessary, to address changes to the plan identified during the rehearsal.</p> | | |
| <p>8. Company commander or designated representative and reconnaissance element conducts the reconnaissance based on factors of METT-TC, (if applicable).</p> <p>a. Enters way points into position navigation (POSNAV) equipment to aid navigation.</p> <p>b. Pinpoints the route(s), critical points, checkpoints, and rally points.</p> <p>c. Verifies and updates intelligence information.</p> | | |
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CENTER FOR ARMY LESSONS LEARNED

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| <p>d. Leaves a surveillance team to observe the route(s) and critical points as required.</p> <p>e. Returns to company position.</p> | | |
| <p>9. Company commander adjust the plan based on updated intelligence and reconnaissance effort.</p> | | |
| <p>10. Company commander updates the enemy situation.</p> | | |
| <p>11. Company commander disseminates updated digital reports (if applicable), overlays, and other pertinent information.</p> | | |
| <p>12. Company moves to start point (SP) and enters way points into position navigation (POSNAV) equipment to aid navigation.</p> | | |
| <p>13. Company elements conduct route(s) security operations.</p> <p>a. Provide a route(s) overlay or detailed sketch to higher headquarters, convoys, and escorts, if used.</p> <p>b. Secure critical and or dominant terrain.</p> <p>c. Establish surveillance of the route(s) and occupies observation posts (OPs) with clear fields of observation.</p> <p>d. Mark and/or clears the route(s) of mines and booby-traps within their capability.</p> <p>e. Repair bridges and prepare fords and bypasses within their capability.</p> <p>f. Mark the route(s) and/or provide guides at bypasses and/or detours along the route(s), as required.</p> <p>g. Patrol the designated route(s).</p> <p>h. Send situation reports (SITREPs) using the size, activity, location, unit, time, and equipment (SALUTE) format.</p> <p>i. Request engineer support, if needed.</p> | | |
| <p>14. Company commander supervises route(s) security operations.</p> <p>a. Ensures element leaders and escorts report control measures as directed by the OPORD or TSOP.</p> <p>b. Maintains communications with elements, OPs, security patrols, reserve force, and higher headquarters.</p> <p>c. Monitors convoys in transit along the route(s).</p> | | |

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| <p>d. Maintains routine civilian traffic flow (foot or vehicle) in order to prevent disruption of operation.</p> <p>e. Reacts to attempts to interdict route(s) IAW the ROE, order, and/or guidance from higher headquarters.</p> <ul style="list-style-type: none"> • Employs platoons to defeat enemy forces. • Requests reserve support, if available. • Employs other elements such as Army aviation, if available. <p>f. Employs the reserve as part of the company or responds to orders of the higher reserve commander, depending on decision of the company commander.</p> <p>g. Submits reports IAW the OPORD and unit SOP.</p> <p>h. Uses FRAGOs as necessary to redirect actions of subordinate elements.</p> | | |
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| 15. Company consolidates and reorganizes as necessary. | | |
| 16. Company secures enemy prisoners of war (EPW) as required. | | |
| 17. Company treats and evacuates casualties. | | |
| 18. Company processes captured documents and/or equipment as required. | | |
| 19. Company continues operations as directed. | | |

**CHAPTER 8
REACT TO SNIPER**

TASK: REACT TO SNIPER

REFERENCES: (FM 101-5), (FM 101-5-1), (FM 101-5-2), (FM 20-3), (FM 21-60), (FM 24-35), (FM 24-35-1), (FM 7-10), (FM 7-12[3-21.11]), (FM 7-85)

CONDITIONS: The company or elements are conducting operations as part of a higher headquarters and receives fire from an enemy sniper (long range, short range, or RPG gun fire). The company must react immediately for their protection. All necessary personnel and equipment are available and the company has the capability to conduct mounted and dismounted operations. The company has communications with higher, adjacent, and subordinate elements. The company has been provided guidance on the rules of engagement (ROE) and rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. The enemy has the capability to disrupt coalition operations with long-range and close-up attacks (IEDs, small arms fire, rocket attacks, and sniper fire). Some iterations of this task should be conducted during limited visibility conditions.

TASK STANDARDS: The company/element in contact reacts to the sniper in accordance with (IAW) the tactical standing operating procedures (TSOP), the order, and/or higher commander’s guidance. The company correctly locates and then bypasses, eliminates, or forces the withdrawal of the enemy sniper while disengaging the element in the kill zone. The company complies with the ROE and ROI.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2) (if applicable), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and/or other available information sources. | | |
| 2. Elements being engaged conduct actions on contact (sniper fire). | | |
| a. Return fire immediately to destroy or suppress the enemy. | | |
| b. Deploy to covered and concealed positions, if available. | | |
| c. Use indirect fire assets, if available. | | |
| d. Activate on board self-protection measures, as appropriate. | | |
| e. Conduct battle drills, as necessary. | | |
| f. Maintain visual contact with the enemy while continuing to develop the situation through reconnaissance or surveillance. | | |
| g. Maintain cross talk with all company elements using FBCB2, FM, or other tactical means. | | |

CENTER FOR ARMY LESSONS LEARNED

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| <p>3. Company commander/leader in contact evaluates the situation and develops a course of action.</p> <ul style="list-style-type: none"> a. Reports contact to higher headquarters using FBCB2, FM, or other tactical means. b. Uses FRAGOs as necessary to redirect actions of subordinate elements. Coordinates and synchronizes actions of subordinate elements as main and supporting efforts based on current unit mission or activity. Leaders react to incident through known and trained battle drills. <ul style="list-style-type: none"> • COA #1: Bypasses the sniper. <ul style="list-style-type: none"> ◦ The company uses smoke to obscure the enemy sniper's view. ◦ The company uses available fires to suppress the sniper. ◦ The company uses maneuver to break contact with the sniper. | | |
| <p>Note: The company commander may choose to call for indirect fire on the sniper position if IAW ROE.</p> | | |
| <ul style="list-style-type: none"> • COA #2: Eliminates the sniper. <ul style="list-style-type: none"> ◦ Complies with ROE and ROI and limits collateral damage. ◦ Company employs available equipment to locate and identify position(s) of the sniper/belligerent(s) (binoculars, night vision devices (NVDs), thermals, hand held illuminators, ground commander's pointers (GCPs). | | |

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| <ul style="list-style-type: none"> ◦ Company conducts a cordon in order to isolate the sniper's kill zone. <ul style="list-style-type: none"> * Uses vehicles to block traffic on avenues of approach to allow freedom of movement of military vehicles in area of contact. * Uses dismounted infantry to clear civilians from the kill zone * Uses dismounted infantry to block sniper/belligerent escape routes * Brigade police team (BPT) receive or link up with civilian police force and coordinate action between military and police forces. ◦ Company controls civilians in order to prevent interference: <ul style="list-style-type: none"> * Employs interpreters/tactical psychological operations (PSYOP) team (TPT), if available, to explain situation to civilians and gain intelligence * If needed, provide medical assistance to wounded civilians. * Prevents civilians from interfering with operation. ◦ Company employs rotary wing aircraft to maintain surveillance over suspected area in order to deny sniper movement. ◦ Company uses available armor to maneuver against the sniper and neutralize his lethality. ◦ Company employs available weapons (as ROE permits) to fix and suppress the sniper (MK 19, JAVELIN, TOW, .50 cal, sniper rifles, M203 40-mm, Hellfire, 30-mm cannon) | | | | | | | |
| <p>4. Company consolidates and reorganizes as necessary.</p> <ul style="list-style-type: none"> a. Establish local security b. Re-man key weapon systems c. Conduct or coordinate recover and/or cross load of damaged vehicles. | <table border="1"> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table> | | | | | | |
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CENTER FOR ARMY LESSONS LEARNED

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| <p>5. Company treats and evacuates casualties as necessary.</p> <ul style="list-style-type: none"> a. Identify evacuation vehicles for injured military personnel b. Establishes perimeter to facilitate air medical evacuation (MEDEVAC) operations c. Determines evacuation procedure of civilian casualties with local police or agencies available. | | |
| <p>6. Company secures enemy prisoners of war (EPW), if applicable.</p> <ul style="list-style-type: none"> a. Identify evacuation vehicles for detainees b. Coordinates location for detainee holding area (higher or local police) c. Report location of detainee in order to facilitate future link up between detainee and counterintelligence (CI) elements. | | |
| <p>7. Company processes captured documents and/or equipment, if applicable.</p> | | |
| <p>8. Company commander reports to higher headquarters, as required, using FBCB2, FM, or other tactical means and continues operations as directed.</p> | | |

CHAPTER 9

CONDUCT URBAN AREA RECONNAISSANCE

TASK: CONDUCT URBAN AREA RECONNAISSANCE

REFERENCES: (71-2-4015.17-DOKC), (FM 7-10), (FM 101-5-1), (FM 7-12), (FM 3-90.1 [FM 71-1]).

CONDITIONS: During tactical operations as part of a battalion task force, the company receives an operation order (OPORD) or fragmentary order (FRAGO) to conduct reconnaissance of an urban area. Primary intelligence requirements (PIR), information requirements (IR), special information requirements (SIR), and reporting instructions are provided. The higher commander's guidance specifies the focus, tempo, and engagement criteria for reconnaissance. Additional maneuver, combat support (CS), and combat service support (CSS) assets are available to the company team. The unit has established communications and digital connectivity via the Army Battle Command System (ABCS) (when equipped) with subordinate, adjacent, and higher headquarters and is passing information in accordance with (IAW) the tactical standing operating procedure (TSOP). Coalition partners, civilians, government agencies, non-governmental organizations (NGO), and the international media may be present in the area. Contact is expected.

TASK STANDARDS: The company conducts reconnaissance IAW the commander's order and intent to gain and report detailed, timely reconnaissance information concerning threat forces, source information of power/influence, key municipal infrastructure, and the physical environment to include streets and subsurface systems in the urban area. The company commander selects either a mounted or dismounted reconnaissance based on factors of mission, enemy, terrain, troops, time available, and civil considerations (METT-TC). The company develops or revises an urban operations sketch. The company reconnoiters from the surrounding area toward the urban area to gain information on the objective. The company infiltrates surveillance teams and conducts urban patrolling, as necessary and accomplishes urban reconnaissance tasks IAW the reconnaissance focus and tempo. No friendly unit suffers casualties or equipment damage due to fratricide.

The task steps below may be accomplished using the Force XXI battle command brigade and below (FBCB2) system when indicated in the performance measures prefaced with a (D). Companies without FBCB2 will substitute appropriate standing operating procedures (SOP) for task steps that require FBCB2.

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>1. (D) The commander conducts troop-leading procedures (TLP) to develop the order.</p> <p>a. Conducts a digital and/or conventional map reconnaissance.</p> <ul style="list-style-type: none"> • Identifies start point, rally points, reconnaissance routes, and phase lines as required. • Identifies security positions if applicable. • Identifies the best approach route into and exit route out of the urban area. • Identifies surveillance positions within the urban area. • Identifies key terrain. • Identifies potential safe havens for enemy forces, such as hospitals and clinics. • Identifies likely avenues of approach. • Identifies hazardous and/or danger areas such as intersections. • Identifies major and key terrain features, such as bridges. • Identifies routes to and from rally points, as appropriate. • Marks tentative dismount points on digital and conventional maps, as appropriate. • Designates boundaries and a line of departure (LD). • Places contact points at intersections of phase lines and boundaries and any other places he wants physical contact and coordination between his reconnaissance elements. | | |
| <p>b. Plans for redundant communications that will allow the company freedom of movement.</p> | | |
| <p>c. Coordinates with elements patrolling in adjacent areas.</p> | | |
| <p>d. Selects a mounted or dismounted reconnaissance based on factors of METT-T.</p> | | |
| <p>e. Addresses actions on chance contact with enemy.</p> | | |
| <p>f. Coordinates and synchronizes activities within each battlefield operating system (BOS).</p> | | |
| <p>g. Considers the enemy’s capabilities, likely courses of action (COA), and specific weapons capabilities.</p> | | |
| <p>h. Plans and coordinates a passage of lines, if required.</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>Note: Friendly and threat forces will conduct operations in a four dimensional battlespace.</p> | | |
| <p>2. The commander analyzes higher headquarters' intelligence preparation of the battlefield (IPB) about the urban battlespace to be reconnoitered.</p> <p>a. Analyzes manmade terrain and supporting infrastructure to include the four physical dimensions of urban battlespace.</p> <ul style="list-style-type: none"> • Airspace over the city to include potential landing zones (LZ) and obstructions to aviation. • Super-surface buildings and structures to include their effects on fields of fire, movement, and cover and concealment. (Identify those that serve as key terrain.) • Surface (ground, street, water level) mobility of main thoroughfares to include lateral and parallel streets that provide space to maneuver or alternative avenues of approach. • Subsurface systems (sewers, tunnels, subways, cellars, utility systems) that could be used to conduct ambushes, counterattacks, infiltration, and sustainment operations. | | |
| <p>b. Analyzes threat compositions and dispositions.</p> <ul style="list-style-type: none"> • Conventional and other forces to include: <ul style="list-style-type: none"> ◦ Unconventional forces ◦ Paramilitary forces ◦ Militia and special police organizations ◦ Organized criminal factions | | |

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
|--|----|-------|
| <ul style="list-style-type: none"> • Methods and tactics to counter technological and/or numerical advantages of U.S. forces. <ul style="list-style-type: none"> ◦ Use of local populace to provide protection, concealment, and/or deception for their operations. ◦ Use of telecommunications, media reports, internet web sites, and/or cellular phones to win the information war. ◦ Use and/or target key facilities such as telecommunication sites, water treatment plants, and power generation/transmission sites to gain an advantage against U.S. forces. ◦ Use of all four physical dimensions, including rooftops, to impede and/or attack U.S. forces. | | |
| <p>c. Analyzes impact of noncombatants on operations.</p> <ul style="list-style-type: none"> ◦ Political affiliations and grievances ◦ Ethnicity, religious beliefs, and cultural distinctions ◦ Known belligerents and other organized factions ◦ Living conditions that affect and separate factions ◦ Attitude toward U.S. forces and their recent activities | | |
| <p>Note: Noncombatants will be present and will affect both friendly and threat course of actions (COA) across the spectrum of urban operations (UO). Besides the local inhabitants, refugees, governmental and NGOs, and the international media are likely to be present.</p> | | |
| <p>d. Formulates information requirements (IR) that assist with preparation of an urban operations sketch.</p> <ul style="list-style-type: none"> • Identifies routes, areas, and points related to the IRs. • Determines latest time information is valuable. • Identifies external intelligence, surveillance, and reconnaissance (ISR) assets required to answer the IRs. • Submits requests for ISR support to higher headquarters. | | |
| <p>Note: 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</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>3. The company develops or revises an urban operations sketch that includes at a minimum:</p> <p>a. A reference system and naming conventions IAW TSOP.</p> | | |
| <p>b. Key terrain to include:</p> <ul style="list-style-type: none"> • Safe havens (hospitals, police stations, embassies, and other friendly facilities). • Hazardous areas: <ul style="list-style-type: none"> ◦ Construction sites ◦ Dangerous intersections ◦ Bridges ◦ Known criminal areas • Major terrain features: <ul style="list-style-type: none"> ◦ Parks ◦ Industrial complexes ◦ Airports • Avenues of approach: <ul style="list-style-type: none"> ◦ Main highways and/or improved road surfaces ◦ Escape and evasion routes/corridors ◦ Subsurface routes | | |
| <p>Note: In UO, streets are usually avenues of approach. Subsurface systems found in some urban areas are easily overlooked, but can be important to the outcome of operations.</p> | | |
| <p>4. (D) Commander issues order addressing the following:</p> <p>a. Orientation to include line of departure (LD), lateral boundaries, routes, release point (RP), limit of advance (LOA), and command-directed named areas of interest (NAI).</p> <p>b. Threat situation to include likely threat weapon systems and night observation devices (NOD) and their capabilities.</p> | | |
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CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>c. Civilian situation to include as applicable:</p> <ul style="list-style-type: none"> • Locations of governmental and non-governmental headquarters. • Composition and dispositions of regional (state) and local military and/or law enforcement organizations. • Factions, key leaders, locations, compositions, and dispositions of known friendly, neutrals, and belligerents. <ul style="list-style-type: none"> ◦ Recent trends in local public opinion. ◦ Intensity levels of past and/or current disturbances. ◦ Immediate and long-term effects from use of lethal force, if required, against the crowd. • Description of uniforms, vehicles, insignia, markings, and equipment to include weapons and night observation devices (NODs) and their capabilities. • Current location of weapon holding areas, staging areas, and/or encampments. • Locations of police stations, food distribution points, power generation/transformer facilities, governmental and political party headquarters. • Locations of media outlets and communications networks. | | |
| <p>d. Terrain to include:</p> <ul style="list-style-type: none"> • Effects on fields of fire and effective ranges of weapon systems. • Effects on use of higher headquarters tactical unmanned aerial vehicles (UAV) and other aviation assets for reconnaissance, transportation, resupply, and fire support. • Use of rooftops for observation, ambushes, and other actions against forces. • Basements and subsurface systems for cover, concealment, infiltration, and sustainment activities. • General composition of the building and road surfaces. | | |
| <p>e. Weather to include effects on friendly and threat weapon systems.</p> | | |
| <p>f. Location, disposition, and missions of friendly forces operating on flanks or within area of operations (AO).</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>g. Company commander's intent that includes at a minimum:</p> <ul style="list-style-type: none"> • Key tasks that must be completed for mission success • Purpose of reconnaissance in relation to the higher mission • End state for reconnaissance | | |
| <p>h. Scheme of maneuver that describes at a minimum:</p> <ul style="list-style-type: none"> • Focus and tempo for reconnaissance • If available, human intelligence (HUMINT) collection plan that focuses on the location of reliable sources of information near the urban area to gain the most current situation in the AO • Combination of techniques (stealth or aggressive reconnaissance and covert surveillance) to establish the reconnaissance tempo and gather information on and in the urban area • Reconnaissance movement formation and tasks to include infiltration and exfiltration routes • Route(s) with march order and control measures for movement to the urban area • Requirements for dismounted reconnaissance • Synchronization of aerial (if available) and ground reconnaissance assets | | |
| <p>Note: Tank platoons normally perform the overwatch role, providing security to the reconnaissance elements.</p> | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <ul style="list-style-type: none"> • Fire support plan that includes: <ul style="list-style-type: none"> ◦ Priorities for fire support ◦ Command and control (C2) for each fire support asset ◦ Buildings that can be used for observation posts (OP), laser designators, and overwatch of triggers ◦ Location of hazardous sites such as fuel and industrial storage facilities and gas distribution lines ◦ Where building masking, power lines, or communications towers degrade global positioning system (GPS) and compass functioning ◦ Requirements for higher echelon radar coverage, if available ◦ Restriction on indirect fires system • Integration of additional higher echelon assets into reconnaissance effort: <ul style="list-style-type: none"> ◦ Tactical UAVs, if available, reconnoiter key/restrictive terrain forward or to flanks during movement and rooftops, local barracks, and assembly areas during reconnaissance. ◦ Attached or supporting engineers. ◦ Ground surveillance radar (GSR) positions, if available, for surveillance along lateral routes to the front or flanks. ◦ Positions/areas for sensors (Improved Remotely Monitored Battlefield Sensor System [IREMBASS]), if available, along lateral and/or parallel routes that are not interfered with by the company team maneuver. ◦ Objectives for nuclear, biological, and chemical (NBC) reconnaissance, If available, such as evaluation of local water sources and treatment plants. | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <ul style="list-style-type: none"> • Commander’s critical information requirements (CCIR). • Instructions for target acquisition to include at a minimum: <ul style="list-style-type: none"> ◦ Target description and method for engagement ◦ Desired target effect ◦ Purpose of desired effect • Rules of engagements (ROE) /rules of interaction (ROI) and engagement criteria • Bypass criteria • Coordination with higher headquarter's reaction force or reserve • Mission-oriented protective posture (MOPP) level. • Casualty evacuation (CASEVAC) or medical evacuation (MEDEVAC) instructions. | | |
| <p>i. Priorities for service support and description of CSS operations to support reconnaissance that includes locations for the following:</p> <ul style="list-style-type: none"> • Supply caches for Class I, IV, and VIII, batteries, and other mission specific items (such as ladders, and toggle ropes with grappling hooks). • Supply drop points well away from hide and surveillance sites for emergency resupply. • Secured maintenance collection points well away from hide and surveillance sites. • Casualty collection points and evacuation sites | | |
| <p>j. Movement of commander.</p> | | |
| <p>k. Movement of company executive officer (XO) or CP to maintain communications with higher headquarters.</p> | | |

Note: The XO and his crew may serve as the net control station (NCS) and CP for both radio and digital traffic. He should position himself where he can best assist the commander in C2. Normally, he will position himself with the supporting effort during the operation. The communications specialist may assist in company team CP operations.

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>l. Communication plan that accounts for urban terrain.</p> <ul style="list-style-type: none"> • Method and technique for communication between dismounted and mounted units/elements. • Responsibilities and procedures for integrating supporting analog units into the digital network. <ul style="list-style-type: none"> ◦ Updating locations and status of analog units to digital elements. ◦ Providing locations of key digital elements and key information analog units. <p>m. Commander provides an R&S matrix and graphics that address, at a minimum, where to look, when to look, and what to look for.</p> | | |
| 5. Company rehearses. | | |
| 6. Company commander issues a FRAGO, if necessary, to address changes to the plan identified during the rehearsal. | | |
| 7. (D) Prior to departure, company informs all units in area and on flanks of times and location for departure, composition, zone/area(s), and time of return (if applicable) for the reconnaissance. | | |
| <p>8. The company reconnoiters progressively from the surrounding area toward the urban area to gain information on the objective.</p> <ul style="list-style-type: none"> a. Reconnoiters outlying towns and villages along the avenue of approach to the reconnaissance limit of advance (LOA). b. Conducts HUMINT collection, if available, to provide information of belligerent factions and identify noncombatants. | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>c. Coordinates tactical UAV reconnaissance of routes and objectives, if available to:</p> <ul style="list-style-type: none"> • Determine threat situation at urban entry points and along infiltration lanes. • Identify use of rooftops as OPs and/or ambush positions. • Confirm effectiveness of obstructions to flight that could be used as passive air defense measures. • Verify assembly of personnel at barracks and/or assembly areas and movement of formations/crowds and/or vehicles as the company team approaches. <p>d. The company team commander refines routes and reconnaissance objectives as he gains and assesses new information.</p> | | |
| <p>9. Company team infiltrates surveillance teams, as necessary.</p> <p>a. Selects fixed urban hide sites.</p> <ul style="list-style-type: none"> • Avoids wooden or structurally deteriorated buildings. • Avoids structures and/or areas that might attract threat attention. • Provides covered and concealed infiltration and exfiltration. <p>b. Establishes sufficient hide/surveillance sites that observe the objective area.</p> <ul style="list-style-type: none"> • Assigns minimum two personnel to each site. • Assigns minimum three personnel to each limited visibility site. • Assigns minimum two personnel to separate communications site if required. • Searches and/or takes precautions for booby traps and mines. • Improves site as time and situation allows. <p>c. Rotates personnel as necessary.</p> | | |
| <p>10. Element conducts reconnaissance dismounted.</p> <p>a. Positions Bradley Fighting Vehicles (BFVs)/Infantry Carrier Vehicles (ICVs)/Vehicles to provide security for dismounted elements.</p> | | |

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| b. Moves in traveling overwatch to provide security and observes for signs of activity (rubble, spent shell casings, building damage, etc.) while collecting required intelligence and information. | | |
| c. Clears into the built-up area under cover of company vehicles, if applicable, using avenues that provide the best cover and concealment. Stealth is required to avoid detection and compromise of the mission. | | |
| d. Moves through the built-up area undetected by enemy forces. | | |
| e. Maintains communications between mounted and dismounted elements. | | |
| f. Collects intelligence information IAW the OPORD and/or commander's guidance. | | |
| 11. Company team conducts urban patrolling, as necessary. | | |
| a. Patrols are organized with reconnaissance and security elements. | | |
| b. Leaders conduct preliminary reconnaissance to: <ul style="list-style-type: none"> • Identify insertion and extraction routes. • Identify choke points along routes. • Identify escape and evasion routes provided by lateral and parallel streets. | | |
| c. Conducts mounted patrolling. <ul style="list-style-type: none"> • Maintains constant observation between vehicles to ensure mutual support. • Coordinates supporting fire plans with dismounted units operating in the area. • Maintains ground and rooftop observation and 360-degree security. • Maintains communications between mounted and dismounted elements | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>d. Conducts dismounted patrolling.</p> <ul style="list-style-type: none"> • Avoids areas with large civilian crowds unless specified within the reconnaissance focus. • Maintains four dimensional observation and 360-degree security. • Maintains communications between dismounted and mounted elements. • If designated, platoon vehicles trail dismounted element, maintaining appropriate readiness condition (REDCON) to support dismounted element. | | |
| <p>e. Conducts subsurface patrolling.</p> <ul style="list-style-type: none"> • Company team organizes and equips patrols. <ul style="list-style-type: none"> ◦ Creates sketches of the system for each soldier to include magnetic north, azimuths, distances, and exits. ◦ Coordinates recognition signals for exiting system. ◦ Attaches engineer, if available, to assist the patrol leader in classifying the passageway or in neutralizing mines at obstacles. ◦ Obtains tools to open manhole covers and feelers for trip wires. ◦ Equips with NODs and NBC detection system. • Patrol secures entry point to system, which is usually a manhole. • Patrol waits 15 minutes after entry cover is removed before entering to allow any gases to dissipate. • Point man enters the tunnel and remains in the tunnel 10 minutes before the rest of the patrol follows. • Patrol opens manholes through the tunnel to confirm location as necessary. | | |
| <p>f. Adjusts patrol routes and vehicle speed to avoid repetitive patterns and promote deception.</p> | | |
| <p>g. (D) Ensures positions and status of dismounted elements are transmitted to digitally equipped mounted elements, if necessary.</p> | | |

CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 12. Company team accomplishes the following tasks IAW reconnaissance focus or unless otherwise directed. | | |
| a. Continues to improve the urban sketch throughout the reconnaissance based on the analysis of available intelligence, initial reconnaissance, and decisions made concerning the above considerations. | | |
| b. Reconnoiters all terrain surrounding the urban area, focusing on approach routes for mounted and dismounted forces. | | |
| c. Inspects and classifies all bridges on the approaches to the urban area. | | |
| d. Locates fords or crossing sites near all bridges on the approaches to the urban area. | | |
| e. Inspects and classifies all overpasses, underpasses, and culverts on the approaches to the urban area. | | |
| f. Locates obstacles, barriers, and mines on the approaches and identifies bypasses. | | |
| g. Locates bypasses around the urban area. | | |
| h. Locates contaminated areas and bypasses. | | |
| i. Locates support positions for direct and indirect weapon systems. | | |
| j. Locates entry points or points of penetration to the urban area. | | |
| k. Verifies the density and composition of the urban area. | | |
| l. Locates key terrain especially buildings and facilities that support further reconnaissance and other operations. | | |
| m. Verifies the location of hazard areas such as gas distribution lines, fuel storage, chemical productions, and other industrial facilities. | | |
| n. Verifies the location of communication facilities. | | |
| o. Locates retrans sites, if necessary. | | |
| p. Locates and identifies threat forces within and around the urban area. | | |

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| <p>q. Identifies sources of power and/or influence (within capability).</p> <ul style="list-style-type: none"> • The formal and informal power structure. • Police, secret police, and intelligence agencies. • Criminal organizations and leadership. • Military and paramilitary organizations and leadership. • Key terrain that provides a political and/or cultural advantage to the controlling faction. • Needs of society. • Intent of the local civilian populace (stay or flee). • Reports all collected information utilizing digital and/or analog report formats. | | |
| <p>13. (D) Commander adjusts reconnaissance tempo during operations:</p> <ul style="list-style-type: none"> a. To act or react to known contact; to act or react to chance contact b. To answer the CCIR and/or specific information requirements (SIR) c. To acquire high-payoff targets (HPT) d. When directed by the higher commander | | |
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| <p>14. (D) Company maintains C2.</p> <ul style="list-style-type: none"> a. Commander moves to best observe and influence operations and to maintain communications with subordinate units. b. Company ensures designated analog units receive orders and pertinent information that were digitally transmitted. c. Commander ensures that graduated response and other directives within the ROE/ROI are strictly enforced. d. Company conducts reconnaissance handover (RHO) with other units/elements IAW order and/or SOP, if necessary. e. XO moves to maintain communications with higher headquarters. f. XO/CP tracks, consolidates, and forwards CSS reports to higher headquarters IAW order and/or SOP. g. XO/CP tracks and disseminates positions and status of supporting analog units if applicable. | | |
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CENTER FOR ARMY LESSONS LEARNED

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| h. Commander or XO debrief reconnaissance and surveillance (R&S) teams. | | |
| <p>15. (D) Company reports reconnaissance information IAW order and/or SOP.</p> <p>a. Confirms or denies higher headquarters information requirements (CCIR and SIR).</p> <p>b. Identifies and reports civilian casualty figures, property destruction, and/or infrastructure disruptions.</p> <p>c. Commander forwards his assessment of the AO to the higher headquarters, including at a minimum:</p> <ul style="list-style-type: none"> • Hostile contact • Source information of power and/or influence • Threat composition and activity • Areas of vulnerability to friendly forces • Key terrain and municipal infrastructure • Approach routes for mounted and dismounted forces • Entry points or points of penetration to the urban area • Density and composition of the urban area • Danger (hazard) areas • Communications facilities/retrans sites • Needs of society | | |
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CHAPTER 10

CONDUCT A ROUTE RECONNAISSANCE

TASK: CONDUCT A ROUTE RECONNAISSANCE

REFERENCES: (FM 100-55), (FM 101-5), (FM 101-5-1), (FM 101-5-2), (FM 20-3), (FM 21-18), (FM 21-60), (FM 24-35), (FM 24-35-1), (FM 7-10), (FM 7-12 [3-21.11]), (FM 7-85).

CONDITIONS: The company is conducting operations as part of a larger force and has received an operation order (OPORD) or fragmentary order (FRAGO) to conduct a route reconnaissance to obtain detailed information about the route and all adjacent terrain. The start point (SP), release point (RP), company boundaries, phase lines (PLs), lines of departure (LDs), and a limit of advance (LOA) or recon objective are specified. All necessary personnel and equipment are available. The company has communications with higher, adjacent, and subordinate elements. Contact with civilians, belligerents, and other coalition forces is likely. The company has been provided guidance on the rules of engagement (ROE) and/or rules of interaction (ROI). Coalition forces and noncombatants may be present in the operational environment. Some iterations of this task should be conducted during limited visibility conditions.

TASK STANDARDS: The company conducts the route reconnaissance in accordance with (IAW) tactical standing operating procedures (TSOP), the order, and or higher commander’s guidance. All specified information is collected and reported to higher headquarters as required. The company completes the reconnaissance without being detected. If specified in the OPORD/FRAGO, it destroys or repels enemy forces along the route(s). The company complies with the ROE and/or ROI.

| TASK STEPS AND PERFORMANCE MEASURES | GO | NO GO |
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| 1. Company leaders gain and/or maintain situational understanding using information that is gathered from Force XXI battle command brigade and below (FBCB2) (if applicable), frequency modulated (FM) communications, maps, intelligence summaries, situation reports (SITREPs), and/or other available information sources. | | |
| 2. Company commander receives an OPORD or FRAGO and issues warning order (WARNO) to the company using FBCB2, FM, or other tactical means. | | |
| 3. Company commander determines the requirements for the reconnaissance and verifies requirements with the company commander and battalion staff, as necessary, using FBCB2, FM, or other tactical means. | | |

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| <p>4. Company commander plans using troop-leading procedures.</p> <p>a. Conducts a digital and/or conventional map reconnaissance.</p> <ul style="list-style-type: none"> • Identifies tentative reconnaissance routes, rally points, contact points, and phase lines as required. • Identifies tentative support by fire and assault positions, if applicable. • Identifies likely enemy avenues of approach. • Marks tentative dismount points on digital and conventional maps, as appropriate. • Designates boundaries, a line of departure (LD), and a limit of advance (LOA). Lateral boundaries to be 2-5 km to either side of the route to define the area of operation (AO). • Places contact points at the intersections of phase lines and boundaries and any other places he wants physical contact and coordination between his recon sections. | | |
| <p>b. Identifies the focus of the reconnaissance (oriented on the terrain or on the enemy force).</p> | | |
| <p>c. Organizes the company, as necessary, to accomplish the mission and/or compensate for combat losses.</p> <ul style="list-style-type: none"> • Elements to reconnoiter and/or classify the route(s) or portions of the route(s) based on threat, number of obstructions, terrain, and time available. • Elements to conduct zone reconnaissance to the flanks of the route(s) and provide security. • Coordinates for engineer, tactical human intelligence (HUMINT) team (THT), ground surveillance radar (GSR), unmanned aerial vehicle (UAV), or other support elements, as needed or available. (Engineer elements, if available, are employed to assist with the classification of routes, bridges, overpasses, culverts, and, as necessary, conduct any required breaching operations.) • Identifies company reserve and reserve employment criteria. | | |
| <p>d. Coordinates with the units patrolling in the adjacent areas using FBCB2, FM, or other tactical means.</p> | | |
| <p>e. Coordinates indirect fires to support the company's scheme of maneuver.</p> | | |
| <p>f. Selects a mounted or dismounted reconnaissance based on factors of METT-TC.</p> | | |
| <p>g. Addresses actions on chance contact with the enemy, actions on contact with civilians, actions in built up areas.</p> | | |

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| h. Plans and coordinates a passage of lines, if required. | | |
| i. Plans and coordinates for casualty evacuation (CASEVAC) and vehicle recovery assets. | | |
| j. Coordinates for employment of the higher-level reserve if needed. | | |
| 5. Company commander issues orders and instructions including ROE and/or ROI and issues clear and concise taskings to platoons/elements. | | |
| 6. Company conducts a rehearsal to include: | | |
| a. Actions on contact (with enemy and civilian) | | |
| b. Actions at bridges, barriers, or other obstacles | | |
| c. CASEVAC and vehicle recovery procedures | | |
| 7. Company commander issues FRAGOs, as necessary, to address changes to the plan identified during the rehearsal. | | |
| 8. Company enters way points into position navigation (POSNAV) equipment to aid navigation. | | |
| 9. Company conducts a passage of lines, if required. | | |
| 10. Company moves tactically to the LD | | |
| a. Uses different covered and concealed routes. | | |
| b. Maintains security during movement. | | |
| c. Deploys sections abreast across the LD. | | |
| 11. Company moves along the route using the formation and appropriate technique of movement and adjusting the technique as required by factors of METT-TC. | | |
| a. Traveling overwatch when enemy contact is possible. | | |
| b. Bounding overwatch, ensuring all elements bound within teams, when enemy contact is expected. | | |

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| <p>12. Company conducts the reconnaissance.</p> | | |
| <p>a. Determines trafficability of the route. (Identifies the available space in which a force can maneuver without being forced to bunch up due to obstacles [reported in meters]. Because of the effect on vehicle movement, the size of trees and the density of forests are reported.)</p> | | |
| <p>b. Reconnoiters terrain that dominates the route.</p> | | |
| <p>c. Reconnoiters all lateral routes.</p> | | |
| <p>d. Identifies aspects of adjacent terrain from both the friendly and enemy points of view.</p> | | |
| <p>e. Attempts to locate a bypass around built up areas, obstacles, restrictions, and contaminated areas.</p> | | |
| <p>f. Inspects and classifies all bridges on the route, within their capability.</p> | | |
| <p>g. Reconnoiters all defiles along the route.</p> | | |
| <p>h. Locates minefields and other obstacles along the route; reports locations of these to higher command.</p> | | |
| <p>i. Locates fords or crossing sites near all bridges on the route.</p> <ul style="list-style-type: none"> • Landing zones and pickup zones. • Locations along the route that provide good cover and concealment. • Observation and fields of fire along the route and adjacent terrain. | | |
| <p>j. Reconnoiters intersecting routes beyond direct fire range.</p> | | |
| <p>k. Determines road width of constrictions (bridges, tunnels, and so forth) with width and lengths of the traveled ways in meters.</p> <ul style="list-style-type: none"> • Underpass limitations with limiting heights and widths in meters. • Bridge bypasses classified as easy, difficult, or impossible. • Civil or military road numbers or other designations. • Locations of fords, ferries, and tunnels, including limiting information. | | |
| <p>l. If specified in the OPORD/FRAGO, destroys and/or repels enemy elements along the route. Otherwise, conducts surveillance of identified or suspected enemy positions.</p> | | |

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| <p>13. Reconnaissance and security elements conduct withdrawal and disseminate information.</p> <ul style="list-style-type: none"> a. Secure enemy prisoners of war (EPW), as required. b. Evacuate casualties. c. Return to the objective rally point (ORP) or to a rally point. d. Consolidate and reorganize as necessary. e. Consolidate gathered information. f. Provide gathered information to designated recorder(s). g. Disseminate gathered information to all platoon members through the squad leaders at the ORP, or moves to another position at least one terrain feature away to disseminate information. h. Report information of immediate effect to higher headquarters using FBCB2, FM, or other tactical means. | | |
| <p>14. Company moves tactically to designated debriefing site.</p> <ul style="list-style-type: none"> a. Processes captured documents, personnel, and or equipment, as required. b. Conducts consolidation/reorganization. c. Confirms or denies higher CCIR and SIR. d. Provides additional information that may impact future operations as required. <ul style="list-style-type: none"> • Urban and rural infrastructure • Density and composition of rural areas • Danger areas <ul style="list-style-type: none"> ◦ Communication facilities and/or retrans sites ◦ Composition, disposition, movement, and needs of civilians on the battlefield | | |

15. Company commander submits the route reconnaissance overlay using FBCB2, or other tactical means.

a. Includes required information.

- Two grid references
- Magnetic north arrow
- Route drawn to scale
- Title block
- Route classification formula

b. Includes additional information, as directed.

- All restrictions to the traffic flow, to include bypass capability and classification for all restrictive passages
- Road curves having a radius less than 45 meters
- Steep grades with their maximum gradients

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Additionally, we have developed a repository, the CALL Database (CALLDB), that contains a collection of operational records (OPORDS and FRAGOS) from recent military operations. Much of the information in the CALL DB is password-protected. You may obtain your own password by visiting our web site and going to the CALL database page. Click on "Restricted Access" and "CALL DB Access Request." After you have filled in the information and submitted the request form, we will mail you a password. You may also request a password via STU III telephone or a SIPRNET E-mail account.

CALL's products are produced at Fort Leavenworth, KS and are not distributed through publication channels. Due to limited resources, CALL selectively provides its products for distribution to the following major organizations, agencies, and individuals and relies on them to disseminate initial distribution of each publication to their subordinates. Contact your appropriate higher element if your unit or office is not receiving initial distribution of CALL publications. Local reproduction of this publication is authorized for official government review only.

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| Installation Distribution Centers | TRADOC LOs |
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CALL PRODUCTS "On-Line"

There are two ways to access information from CALL on-line: E-mail and the World Wide Web (www). CALL offers Web-based access to the CALL data base (CALLDB). The CALL Home Page address is

<http://call.army.mil>

CALL produces the following publications:

CTC Bulletins, CTC Observations, and Trends Products: These products are periodic publications that provide current lessons learned/TTP and information from the training centers.

Special Editions: Special Editions are newsletters related to a specific operation or exercise. Special Editions are normally available prior to a deployment and targeted for only those units deploying to a particular theater or preparing to deploy to the theater.

News From the Front: This product contains information and lessons on exercises, real-world events, and subjects that inform and educate soldiers and leaders. It provides an opportunity for units and soldiers to learn from each other by sharing information and lessons. *News From The Front* can be accessed from the CALL Homepage.

Training Techniques: Accessed from the CALL Homepage, the Army's first on-line publication focuses on TTP for brigade and below.

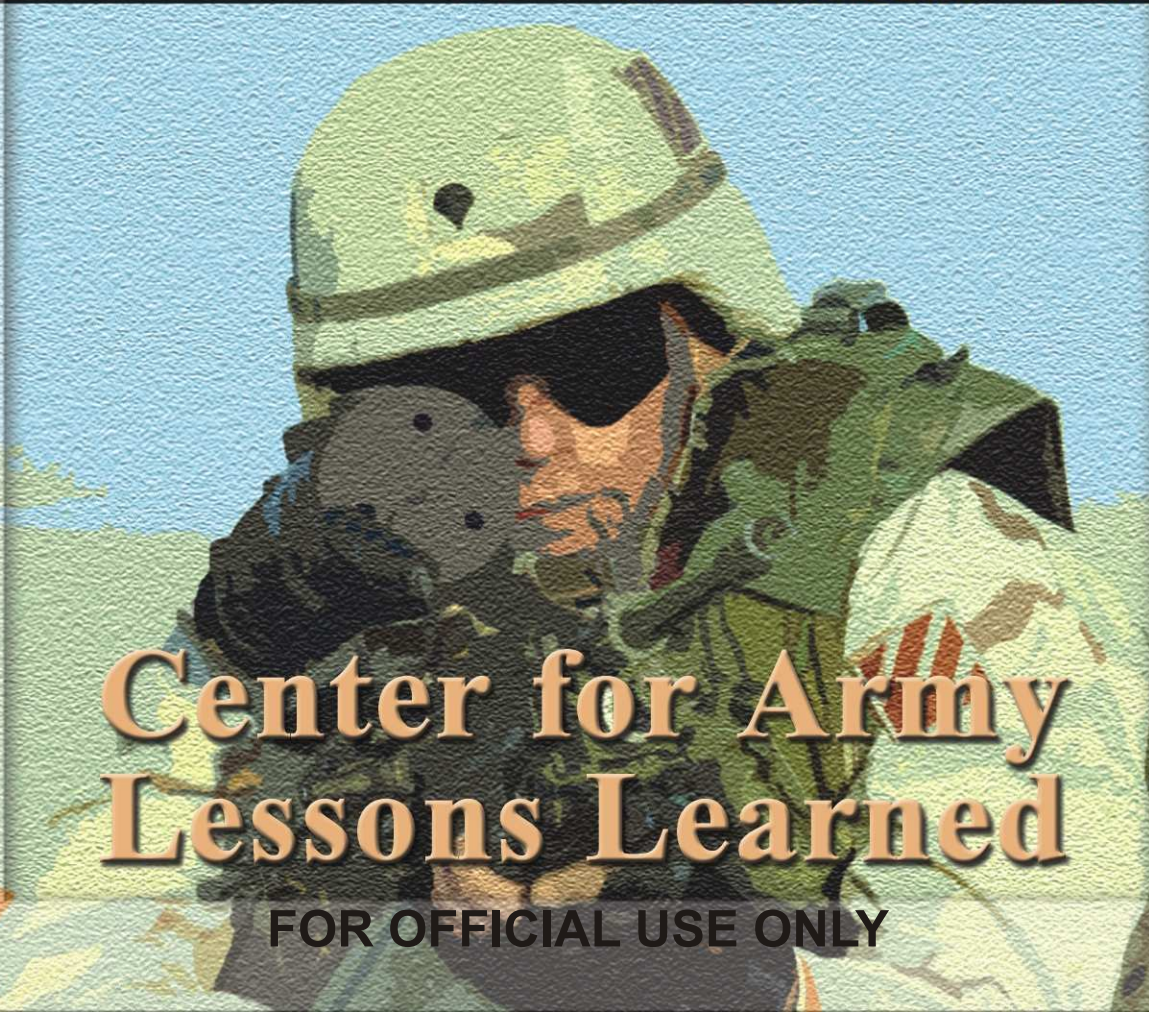
Handbooks: Handbooks are "how to" manuals on specific subjects (i.e., rehearsals, inactivation).

Initial Impressions Products: Initial impression products are developed during and immediately after a real-world operation and disseminated in the shortest time possible for the follow-on units to use in educating personnel and supporting training prior to deployment to a theater. Products that focus on training activities may also be provided to support the follow-on unit.

Many customers are sending in their requests for information to CALL by E-mail. By sending an E-mail message to CALL, you can register for future electronic publications, make requests for information or publications, or send in your own observations; tactics, techniques, and procedures; and articles. CALL's current E-mail address is:

call@leavenworth.army.mil

Support CALL in the exchange of information by telling us about your successes so they may be shared and become Army successes.



Center for Army Lessons Learned

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