

FMFM 1A-3A

Fourth Generation Tactical Decision Games



September 2008

Imperial and Royal Austro-Hungarian Marine Corps

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Introduction

“Fools say that they learn from experience. I prefer to learn by other people’s experience.”

Bismarck

On the modern battlefields of the Global War on Terrorism, the US military is facing enemies that have no state, government, uniform, TT&Ps, SOPs, or goals that resemble those of fighting forces in decades past. Our past enemies, whether or not in uniform, fighting as a conventional force or insurgents, at least had leaders whose goal was governing once they defeated their enemies on the battlefield or in the political arena. In short, they were either a second generation (Soviet military of the Cold War) or third generation (North Vietnamese Army and Viet Cong) military. The current battlefield features a new enemy, a fourth generation enemy. He is defined as being stateless and lacking a clear strategic goal that directly links force with achieving political supremacy in a certain region or state. As a result, many of the lessons that we derived from our past enemies do not apply to this new enemy. This manual seeks to challenge leaders to evaluate tactical situations in a fourth generation context, looking beyond the immediate need of applying fires to the enemy. This manual challenges leaders to consider non-kinetic “fires,” civil-military relationships, and finally your unit’s standing and respect among the local population.

This method of training utilizes tactical decision games (TDGs) in fourth generation warfare. In this manual, the setting is Afghanistan. Please note that solutions do not always require kinetic fires against an enemy. Frequently, the tactical decision deals with cultural or language issues that you may not be familiar with. In this case, you are encouraged to refer to publications (the Afghanistan Country Book or Translation Card) available within your unit to help find answers to these questions. In some cases, you may need to communicate with a local national: How would you do this and did you bring the gear? In other cases, knowledge of the local tribes and tribal influences may be useful: How do you gain this knowledge? While a leader is determining a course of action, he may want to take a note to add certain cultural gear to his standard patrol or operational gear list.

These TDGs are often linked to one another to accustom the leader to the concept that his or actions will have effects beyond his immediate unit and area. This also brings to the forefront the idea of the “Three Block War” where one squad is fighting, another is rescuing civilians, while a third is determining if a group of military-aged males is friend or foe. The points of view of the squad leaders and the platoon commander in a particular situation, though different, may be equally valid, and they are explored here through linked TDGs.

Finally, the leader will get the opportunity to put himself in the enemy’s shoes in several of these TDGs. A leader can “turn the map around” and look at the same tactical situation from the enemy’s point of view. This should provide the leader with valuable insight into how differently the enemy might view the situation, conceptualize his actions and outcomes, deploy his forces, control them in battle, and ultimately identify what the enemy considers victory during and after an engagement.

Through the methods utilized in this manual, military leaders will be challenged to think like their enemies, better understand rapidly changing situations, and determine courses of action that take into account not just the kinetic fires, but also non-kinetic fires and civil-military relationships. Often in counterinsurgency, the immediate tactical situation is not difficult to solve. The problem is that solving it by force often has strongly negative consequences. The challenge to our military leaders that this manual seeks to address is to determine what courses of action will undermine the insurgent’s credibility and desire to fight while increasing our standing and respect in the eyes of the local populace.

Approved for use by all units of the K.u.K. armed forces.

Monteccucoli

Hofkriegsrath

Pola, September 2008

General Situation

You are assigned to the 11th MEU, with BLT 2/1 as the GCE, as it deployed to Afghanistan for six months in support of OPERATION ENDURING FREEDOM. Your assigned Area of Operations is Nangarhar Province (capital city: Jalalabad) in the northeast sector of Afghanistan. The MEU has relieved a small coalition (NATO) force headquartered at an airfield southeast of Jalalabad near the town of Samarkhel.

The terrain varies in your AO from desert to temperate and is generally mountainous. There are three provincial main supply routes (MSRs) that run from Jalalabad south through the Tora Bora Valley into Pakistan, from Jalalabad east into Pakistan through the Khyber Pass, and west from Jalalabad to Kabul. There are no railroads or major rivers but there are underground waterways that have been used for various activities from smuggling to insurgent activities.

Your primary mission is to execute support and stability operations in Nangarhar Province in order to strengthen the legitimate government and economic development of your AO. Specific tasks include:

- 1) Monitor and maintain security of Afghan-Pakistan border.
- 2) Monitor and maintain security in Afghanistan.
- 3) Interdict illegal arms trafficking.
- 4) Protect members of the Afghan government and provide security during elections, as necessary.
- 5) Train local security forces.

You have a coordination relationship with adjacent NATO forces and are OPCON to CENTCOM Command headquartered in Kabul.

Commander's Engagement Guidance

I intend that all Marines under my command understand their authority and obligation to defend themselves, fellow service members, our allies and local civilians from any hostile act. That being said, our leaders are under a further obligation to understand that most engagements should be resolved in our favor using methods other than deadly force. In many circumstances, resolving situations through de-escalation vice resorting to deadly force will increase our standing and authority among the local populace. Resolving situations through means other than deadly force, when possible, increases my ability to work with local leaders by demonstrating that while Marines can kill those who attack us, our allies, and those we protect, we apply selective force. This tells neutral and hostile parties that we are not using "full force" but are "holding back." These neutral and hostile parties will be more inclined to talk because they do not know how much we are "holding back" and what our "full force" is. I intend to exploit that uncertainty and our standing among the local population to our advantage, but I need thinking leaders who do not "shoot first and ask questions later" to set the stage for me to engage hostile and neutral leaders from a position of advantage.

Rules of Engagement

- a. These rules do not limit a Marine's inherent authority and obligation to use all necessary means available and to take all appropriate actions in self-defense of the unit, yourself, and other US forces in the vicinity.
- b. Neither these rules, nor the supplemental measures activated to augment these rules, limit the inherent right and obligation of self defense.
- c. **HOSTILE FORCES:** NO forces have been declared hostile. US forces are not authorized to engage forces based solely on uniform, appearance, or possession of weapons.
- d. **HOSTILE ACTORS:** You may engage persons who commit hostile acts or show hostile intent with the minimum force necessary to counter the hostile act or demonstrated hostile intent and to protect US forces, designated non-US forces, non-government organizations (IRC, Doctors Without Borders, etc), and unarmed civilians.
- e. A Hostile Act is an attack or other use of force against the United States, US forces, US nationals, their property, designated non-US forces, foreign nationals and their property as outlined in part d. A Hostile Act is also force that precludes the mission of our forces including recovery of US personnel and vital US property as designed by the CO. Vital US property is defined as:
- All COMSEC gear
 - All military issue weapons
 - All military issue explosives and demo
- f. Hostile Intent is the threat of imminent use of force against the United States, US forces, and other forces designated in part d and e. It is also the threat of force to impede the mission and/or duties of US forces, including the recovery of US personnel or vital USG property.
- g. Civilians will openly carry weapons as a sign of status. Possession and carrying weapons is not automatically considered a hostile act or demonstration of hostile intent. Marines who believe a civilian carrying weapon(s) demonstrates hostile intent are authorized to engage in accordance with Graduated Measures of Force (Section I, below). At no time are civilians authorized to impede military operations.
- h. Local security forces, who often do not wear uniforms, are authorized weapons required to maintain order in their respective areas. During initial operations, detection of local security forces are to be reported to Battalion S-3 to include security force commander, location, and security force HQ location. At no time are local security forces authorized to impede military operations.
- i. Use Graduated Measures of Force. When time and circumstance permit, use the following degrees of graduated force when responding to hostile act/intent: (1) shout verbal warnings to halt, (2) show your weapon and demonstrate intent to use it; (3) block access or detain; (4) fire a warning shot; (5) shoot to eliminate threat. These Measures of Force will change if issued riot control or security force gear.
- Examples include rapidly approaching thieves with weapons at the ready to stop them from robbing a civilian.
- Further example includes approaching several local military aged males carrying rifles that are impeding the activities of representatives from the IRC. The males offer no resistance when confronted, are detained, and transported to HQ for questioning. If the males try to escape, military forces are authorized to pursue. Deadly force is only authorized if the males executes a hostile act (shooting at military forces or civilians) or demonstrates hostile intent (draws a weapon and begins to aim at civilians or military forces).
- i. Do not target or strike anyone who has surrendered or is out of combat due to sickness or wounds.

j. Do not target or strike hospitals, mosques, churches, shrines, schools, museums, national monuments, and any other historical cultural sites, civilian populated areas or buildings UNLESS the enemy is using them for military purposes or if necessary for your self defense.

k. Do not target or strike infrastructure (public works, commercial communication facilities, dams), Lines of Communication (roads, highways, tunnels, bridges, railways) and Economic Objects (commercial storage facilities, pipelines) UNLESS the enemy is using them for military purposes, if necessary for self defense, or if ordered by your commander. If you must fire on these objects, fire to disable and disrupt rather than destroy.

l. ALWAYS minimize incidental injury, loss of life and collateral damage.

m. US Military forces are authorized to use force, to include deadly force, in the following circumstances:

- To protect US forces and designated allies (see General Situation).
- To protect vital US property designated by the commander (part e).
- To protect US property not designated by the commander to be vital but is inherently dangerous (ie. Non-US military demolitions, or UXO)
- To prevent serious offenses against others (rape, murder, etc).
- To prevent escape of personnel who commit hostile acts.
- When you receive a lawful order from a commander.
- The lawful order must have:
 - Description of the person(s) to use force on.
 - Reason why lawful force is authorized.
 - Example: “Engage the four men in the green truck; they attacked the marketplace.”

n. ALL personnel MUST report suspected violations of the Law of War committed by any US, friendly, or enemy force. Notify your chain of command, Judge advocate, IG, Chaplain, or NCIS.

Scenario 1: Squad TDG

(Links to “First Contact”: Platoon TDG)

(Links to “Hostile Intent”: Squad TDG)

(Links to “Capital Crimes”: Battalion TDG)

(Links to “Two Birds, One Stone”: Red Cell TDG)

Children Bearing Gifts

Situation

You are the 1st Squad leader, 2d Platoon, Company F, BLT 2/1, 11th MEU. Your company has recently taken over the area of responsibility (AOR) of Jalalabad, Afghanistan. After initial operations, organized resistance has ceased. However, insurgent and tribal fighters remain as active combatants.

Your AOR is in an urban environment characterized by densely but haphazardly arranged mud brick houses of one and two stories with flat roofs, with the occasional taller building—usually a mosque or other religiously associated structure. The main roads are paved and two lanes wide. Side roads are also paved but only one and a half lanes wide. In addition, there are numerous narrow dirt alleyways only suitable for foot traffic.

The enemy you face wears no standardized military uniform and often appears in civilian dress, uses Soviet-era infantry weapons (AK-47s, light machine guns, and rocket propelled grenades), and has the occasional command of 82mm mortars and 12.7mm machine guns. His main tactic is the ambush, initiated by RPG attack or improvised explosive device. The enemy rarely stands to fight, even after such ambushes. When they do it is often the signal of a major engagement. S-2 (intelligence) believes such battles center around religious sites.

The BLT has been relatively successful in matters of civil affairs and civil-military relations. They initiated a “weapons buy back program,” paying for each weapon turned in depending upon its lethality. Despite such gains, the AOR still has its share of insurgent attacks. Of the seven major clans in the AO, the BLT has secured the support of one smaller clan but still faces resistance from several of the larger clans in the city and surrounding area.

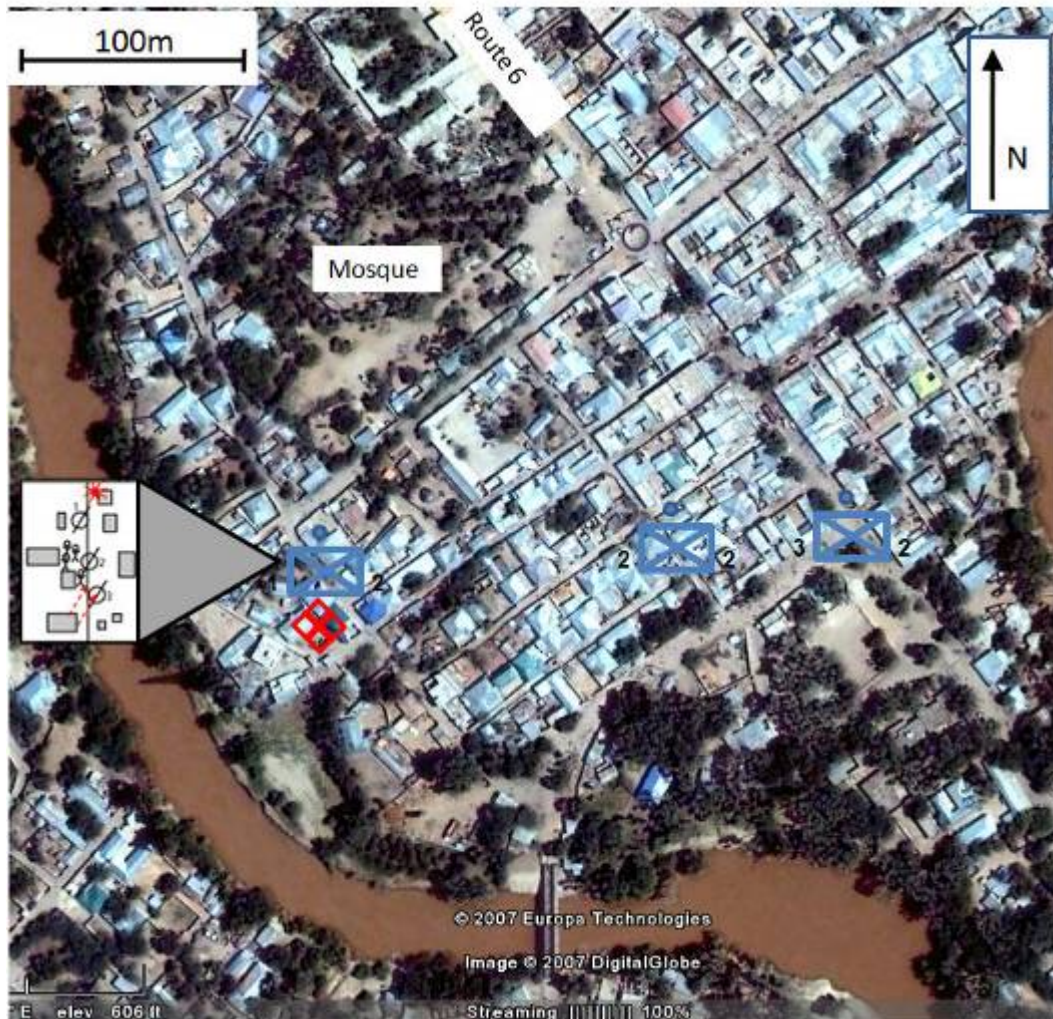
Currently, your platoon is on its second patrol. After crossing the Rt 6 bridge, you enter the area controlled by the smaller clan that supports coalition forces. You are moving from south to north, your squad on the left flank, 2d Squad in the center with the command element, and 3d Squad on the right. You have only your organic weapons and are in radio contact with the other squads and command element, though such contact is not always 100 percent due to the urban environment.

Approximately 20 minutes after crossing the bridge, the patrol is broken by the sound of yelling and screaming kids coming at you from your left through an alley. You turn to see four young boys, 8 to 10 years old, each with different types of ammunition. One boy has a belt of 12.7mm around his neck; two boys hold 82mm mortar rounds like dead fish, from their fin-tails (you note one is fused); and to your horror, the fourth clasps a grenade, spoon in place, like a dead frog, but from your angle you cannot see signs of the pin.

At this instant there is the sound of an explosion, and a large dust cloud forms to your front. “Sergeant,” yells your 1st Fire Team leader, “Watson is down hard. Perez is hit too, but maybe not as bad.” One kid drops his mortar round and flees, followed by the kid with the 12.7mm. Then, AK-47 fire erupts from a nearby building behind you.

Requirement

What now, Sergeant? In a time limit of 5 minutes, determine what actions you would take, what orders you would issue, and what reports, if any, you would make.



TDG based on TDG 05-2 “Children Bearing Gifts” by Andrew H. Hershey printed in the Marine Corps Gazette.

Imagery provided by Google Earth.

Issues for Consideration

1. Who do you believe the enemy is?
2. In terms of your mission, what is your most important task?
3. How do your actions and orders relate to that task?

4. What is the enemy trying to accomplish?
5. How will he counter your actions?
6. What are the effects of your actions and enemy reaction?
 - Number of civilians wounded or killed?
 - Amount of damage and destroyed property?
7. How will the enemy exploit the effects of your actions?
 - In 20 minutes?
 - By the end of the day?
 - The rest of the week?
8. What can you do to counter his efforts at exploitation?
 - Now?
 - After you return to base?

Possible Solution to “Children Bearing Gifts”

Yelling “Suppress that fire from the rear!” ,Squad Leader Sgt. Mueller grabbed the two children and shielded them with his own body. He figured they were local, and if the local clan that now supported the Marines had kids killed, they might turn against us. Carefully, he took the possibly live grenade from the one child and held it tight. “OK, we’re gonna close up on 1st Fire Team,” he ordered. “Move out! Run!” Still protecting the two children, Sgt. Mueller followed his men to where 1st Fire Team had been hit. They had already moved into an adjacent building, carrying Watson and Perez. Sgt. Mueller got on his radio to his platoon commander, called a CASEVAC, and said, “Sir, I recommend 2nd Squad cut left and try to cut off anyone they see running away from us. Then have them join up with us and we will turn back together to see if we can capture whoever was shooting at us from behind.” His Lieutenant agreed. Hearing sounds from the civilians upstairs, Mueller pointed the two children up the stairway and sent them to join their own people.

Possible Solution to “Children Bearing Gifts” by GySgt Russell

“IED Front, enemy contact to rear”

“3rd Fire Team: Take cover and return well aimed direct fire only with positive ID. Do not advance towards enemy.”

“2nd Fire Team: Secure grenade and ammo then provide assistance to 1st Fire Team.”

“I will go to 1st Fire Team with the RTO and start MEDEVAC and contact HHQ.”

Issues for Consideration

1. Who do you believe the enemy is?

The enemy is the insurgents, not the children.

2. In terms of your mission, what is your most important task?

Vague, but assume SASO

3. How do your actions and orders relate to that task?

The squad is part of a platoon conducting presence patrols.

4. What is the enemy trying to accomplish?

Undermine US authority in area causing local populace to lose faith.

5. How will he counter your actions?

I expect the enemy to withdraw.

6. What are the effects of your actions and enemy reaction?

- Amount of civilians wounded or killed? IED unknown
- Amount of damage and destroyed property? Also unknown

7. How will the enemy exploit the effects of your actions?

- In 20 minutes?
Possible disrupt medevac or continue ambush.
- By the end of the day?
Blame civilian casualties on US presence.
- The rest of the week?
Cause fear in locals through intimidation methods.

8. What can you do to counter his effects at exploitation?

- Now?

Do not indiscriminately escalate situation.

- After you return to base?

Increase size of patrols/decrease area for platoon IOT have more available forces in immediate area.

Scenario 1 Platoon TDG

(Links to “Children Bearing Gifts”: Squad TDG)

(Links to “Hostile Intent”: Squad TDG)

(Links to “Capital Crimes”: Battalion TDG)

(Links to “Two Birds, One Stone”: Red Cell TDG)

First Contact

Situation

You are the 2d Platoon Commander, Company F, BLT 2/1, 11th MEU. Your company has recently taken over the area of responsibility (AOR) of Jalalabad, Afghanistan. After initial operations, organized resistance has ceased. However, insurgent and tribal fighters remain as active combatants.

Your AOR is in an urban environment characterized by densely but haphazardly arranged mud brick houses of one and two stories with flat roofs, with the occasional taller building—usually a mosque or other religiously associated structure. The main roads are paved and two lanes wide. Side roads are also paved but only one and a half lanes wide. In addition, there are numerous narrow dirt alleyways only suitable for foot traffic.

The enemy you face wears no standardized military uniform and often appears in civilian dress, uses Soviet-era infantry weapons (AK-47s, light machine guns, and rocket propelled grenades), and has the occasional command of 82mm mortars and 12.7mm machine guns. His main tactic is the ambush, initiated by RPG attack or improvised explosive device. The enemy rarely stands to fight, even after such ambushes. When they do it is often the signal of a major engagement. S-2 (intelligence) believes such battles center around religious sites.

The BLT has been relatively successful in matters of civil affairs and civil-military relations. They initiated a “weapons buy back program,” paying for each weapon turned in depending upon its lethality. Despite such gains, the AOR still has its share of insurgent attacks. Of the seven major clans in the AO, the BLT has secured the support of one smaller clan but still faces resistance from several of the larger clans in the city and surrounding area.

Currently, your platoon is on its second patrol. After crossing the Rt 6 bridge, you enter the area controlled by the smaller clan that supports coalition forces. You are moving from south to north, 1st squad on the left flank, you are with 2d Squad in the center, and 3d Squad is on the right. You have only your organic weapons and are in radio contact with the other squads and Battalion COC, though such contact is not always 100 percent due to the urban environment.

Approximately 20 minutes after crossing the bridge, you hear and see an explosion where you expect 1st Squad to be followed by automatic weapons fire and semi-automatic weapons fire. 2nd Squad leader executes halt in place and 360 security. Firing continues for 30 seconds before you receive 1st Squad report; “Enemy squad with AKs, RPG, mortar IED. Watson and Perez are down. Need CASEVAC. Break. Recommend 2nd Squad move north of my position and cut off retreating enemy elements. Over.”

Requirement

What now, Lieutenant? In a time limit of 5 minutes, determine what actions you would take, what orders you would issue, and what reports, if any, you would make.



Imagery provided by Google Earth.

Issues for Consideration

1. Who do you believe the enemy is?
2. What do you believe your company and battalion commander's intents are?
3. In this scenario, how do your actions and orders relate to their intents?
4. What does the enemy hope to gain from this attack?
5. How do your actions deprive the enemy of those gains?

6. How will the enemy counter your platoon's actions?

7. Assume that as a result of this incident, two civilians are wounded and one home is damaged. How will the enemy exploit this?

- In 20 minutes?
- By the end of the day?
- The rest of the week?

8. What can you do to counter his effects at exploitation?

- Now?
- After you return to base?

Possible Solution to "First Contact"

"Roger, 2nd squad is moving, time now. Break, break, guidons, guidons: 1st squad is in contact with enemy reinforced squad vicinity of GRG XXX. Second platoon will kill or capture the enemy squad. First squad will fix the enemy squad. Second squad will move to the vicinity GRG XXX, NE of enemy squad) IOT relieve pressure on 1st squad and prevent enemy from withdrawing. 3rd squad will move further north to the vicinity GRG XXX (200m north of enemy) IOT prevent enemy from withdrawing. I am also going to try to have adjacent elements move to establish blocking positions along the west side of the river. I will remain with 2nd squad."

I would send a brief report to the company commander describing the situation and requesting ISR over the ambush site and also requesting that any appropriate adjacent unit coordination be done to block enemy withdrawal across the river to the west.

1. Who do you believe the enemy is?

I believe that the enemy in this case consists of hard-core insurgents due to the weaponry employed, sophistication and coordination of the attack and also because they did not immediately break contact once friendly forces began to return fire.

2. What do you believe the company commander's intent is?

If the company commander (or battalion CO for that matter) were standing over my shoulder right now, I believe that he would tell me to kill or capture the insurgents trying to kill my Marines, but that he does not want collateral damage or civilian casualties.

3. In this scenario, how do your actions and orders relate to that task?

My instructions to my Marines were to "kill or capture," the insurgents. I want them to know that killing isn't the only option and firepower isn't the only tool. I believe that this will help prevent my Marines from indiscriminate use of firepower, which, while it might accomplish the short-term goal of killing the enemy, will probably cause a lot of collateral damage and have a long term result of weakening popular support for our mission with the local people.

4. What does the enemy hope to gain from this attack?

I expect that the enemy has several potential goals in mind: First, to inflict casualties on our forces in an effort to sap our resolve and will to fight; second, to demonstrate to the people of the town that they are powerful enough to challenge us; and third, to cause us to retaliate in typical American fashion by utilizing massive firepower and inflicting casualties on innocent civilians and destroying their property.

5. How do your actions deprive the enemy of those gains?

An effective response on my part will lead to killing or capturing the enemy. Such a success can be used with my Marines to show the results of their efforts and with the local populace to show that we can not only provide security for them, but that we are genuinely concerned for minimizing damage and disruption to their lives and livelihoods.

6. How will the enemy counter your platoon's actions?

I expect the enemy to break contact as soon as they learn that I am moving to surround them. Therefore, speed is absolutely critical to my success. Due to their proximity to the river, it is also likely that they may try to flee across the river in an effort to prevent us from following them.

7. Assume as a result of this incident, two civilians are wounded and one home is damaged, how will the enemy plan to exploit this?

- In 20 minutes?

They will spread the story that we fired indiscriminately and that we have no regard for the local people.

- By the end of the day?

They will probably exaggerate the scale of the damage and carnage in an effort to sell their initial story of American callousness.

- The rest of the week?

They will probably put propaganda up on the internet or posters / graffiti on walls to rally the local populace against American presence.

8. What can you do to counter his effects at exploitation?

Now?

Secure the scene, care for my casualties and local civilian casualties and take pictures of our forces doing so. Talk to the owner of the house that is damaged and let him know that while insurgents were responsible for damaging his house, we would help him rebuild it and give him paperwork to take to the Civil-Military Operations Center (CMOC). Take pictures of the damage to his house for immediate use as part of our information operations (IO) campaign.

After you return to base?

Immediately work pictures into IO products and facilitate approval for immediate distribution. Get Tactical Psyops Team (if available) to begin creation of a message to be broadcast via loudspeaker in the streets of the town the next morning. Try to get work going on the damaged house as soon as possible. Recommend scheduling meeting between commander and local leaders as soon as possible to put pressure on them to aid in improving the local security situation and to impress upon them that insurgents are destroying their town.

Scenario 1 Squad TDG

(Links to “Children Bearing Gifts”: Squad TDG)

(Links to “First Contact”: Platoon TDG)

(Links to “Capital Crimes”: Battalion TDG)

(Links to “Two Birds, One Stone”: Red Cell TDG)

Hostile Intent

Situation

You are the 3rd Squad leader, 2d Platoon, Company F, BLT 2/1, 11th MEU. Your company has recently taken over the area of responsibility (AOR) of Jalalabad, Afghanistan. After initial operations, organized resistance have ceased. However, insurgent and tribal fighters remain as active combatants.

Your AOR is in an urban environment characterized by densely but haphazardly arranged mud brick houses of one and two stories with flat roofs, with the occasional taller building—usually a mosque or other religiously associated structure. The main roads are paved and two lanes wide. Side roads are also paved but only one and a half lanes wide. In addition, there are numerous narrow dirt alleyways only suitable for foot traffic.

The enemy you face wears no standardized military uniform and often appears in civilian dress, uses Soviet-era infantry weapons (AK-47s, light machine guns, and rocket propelled grenades), and has the occasional command of 82mm mortars and 12.7mm machine guns. His main tactic is the ambush, initiated by RPG attack or improvised explosive device. The enemy rarely stands to fight, even after such ambushes. When they do it is often the signal of a major engagement. S-2 (intelligence) believes such battles center around religious sites.

The BLT has been relatively successful in matters of civil affairs and civil-military relations. They initiated a “weapons buy back program,” paying for each weapon turned in depending upon its lethality. Despite such gains, the AOR still has its share of insurgent attacks. Of the seven major clans in the AO, the BLT has secured the support of one smaller clan but still faces resistance from several of the larger clans in the city and surrounding area.

Currently, your platoon is on its second patrol. After crossing the Rt 6 bridge, you enter the area controlled by the smaller clan that supports coalition forces. You are moving from south to north, 1st squad on the left flank, 2d Squad in the center with the command element, and your squad on the right. You have only your organic weapons and are in radio contact with the other squads and command element, though such contact is not always 100 percent due to the urban environment.

Approximately 20 minutes after crossing the bridge, you hear and see an explosion where you expect 1st Squad to be followed by automatic weapons fire and semi-automatic weapons fire. You execute halt in place and 360 security. Firing continues for 30 seconds before you hear 1st Squad report; “Enemy squad with AKs, RPG, mortar IED. Watson and Perez are down. Need CASEVAC. Break. Recommend 2nd Squad move north of my position and cut off retreating enemy elements. Over.”

Approx 30 seconds after 1st Squad report, the Platoon Commander radios to you: “2nd Squad is reinforcing 1st Squad attack. Proceed north to major intersection in order to prevent enemy reinforcements from attacking our flank. Over”

After acknowledging the order, the squad proceeds north along Rt 6. Approx 100 meters up the road, you observe approximately 20 men armed with a combination of AK-47s and RPGs emerge from a compound and board 3 pickup trucks and 2 trucks with machine guns mounted. They have not observed you yet. You estimate that this force will be ready to leave the compound in two minutes.

What now Sergeant?

Requirement

In a time limit of 5 minutes, determine what actions you would take, what orders you would issue, and what reports, if any, you would make.



Imagery provided by Google Earth.

Issues for Consideration

1. Who do you believe this new force is? What is their intent?
2. What actions might you take to determine if this force is friendly or hostile?
3. If this force is hostile, are your actions in accordance with your commander's intent?
4. If this force is friendly, how might they assist you in accomplishing your mission and the BLT's mission?
5. If this force is friendly, how might it assist your battalion commander in achieving his intent?
6. What effects might your actions have on the local community:
 - By the end of the day?
 - By the end of the week?
7. Assuming this force is hostile, how can the enemy seek to exploit this situation in the local community?
8. What are some actions you can take or recommendation to your commander to counter enemy exploitation efforts?
 - Immediately after the fight?
 - After you return to base?

Possible Solution to "Hostile Intent"

Sgt De Leon, leader of 3rd Squad, took out his white handkerchief and tied it to his rifle to make a white flag, signaling a desire to talk. He turned to the Corporal next to him and said, "Smitty, I'm going to try to talk to them. Cover me, but don't open fire unless they fire on me. If I'm hit, pin them down here and tell the CO what's going on. Tell him I do not want air or artillery because of collateral damage, but try to get someone else behind these guys to cut them off. If they prove to be friendly, wait for orders from me."

With that, Sgt De Leon stood up, waved his white flag and started walking toward the trucks with armed men aboard.

Possible Solution to "Hostile Intent" by GySgt Russell

Situation: 2nd squad is moving north to engage the enemy attacking 1st squad. I do not know if that large force with RPGs and MGs/technicals is friendly or enemy; but we are going to protect 2nd squads flank and keep those people out of their way.

Mission: We will establish an OVERT blocking position on the westbound road IOT determine if that force is friend or foe.

Concept of Ops: squad “V”, FT1: left/forward, FT2: center/back, FT3: right/forward. Keep an eye south in case foot traffic moves west. When we are in position I will attempt to make contact as they come down the road. RTO send this spot report and my intent ASAP.

Issues for Consideration

1. Who do you believe this new force is? What is their intent?

Cannot tell at this time

2. What actions might you take to determine if this force is friendly or hostile?

See Order: Establish overt blocking position and contact IOT establish force's intent.

3. If this force is hostile, are your actions in accordance with your commander's intent?

See Order: Overt blocking position IOT protect 2nd squads flank

4. If this force is friendly, how might they assist you in accomplishing your mission and the BLT's mission?

By staying away/inside, so as NOT to be confused with enemy forces

5. If this force is friendly, how might it assist your battalion commander in achieving his intent?

Ask if they are selling back weapons as part of the weapons buyback program.

6. What effects might your actions have on the local community:

By the end of the day?

My squad's actions demonstrate supremacy in the local area.

By the end of the week?

Keep presence patrols to reassure local populace of our local supremacy.

7. Assuming this force is hostile, how can the enemy seek to exploit this situation in the local community?

The enemy can continue hit and run attacks, keeping local community inside and in fear. This can also be a show of force against the American infidels.

8. What are some actions you can take or recommendation to your commander to counter enemy exploitation effort from question 7:

Immediately after the fight?

We should continue and increase presence patrols. We should request company support for a sweep of the area.

After you return to base?

Establish firm base in the local area, establish sniper/STA positions, and conduct CI/PhyOps to assure the local population and discourage enemy activity.

Scenario 1 Battalion TDG

(Links to “Children Bearing Gifts”: Squad TDG)

(Links to “First Contact”: Platoon TDG)

(Links to “Hostile Intent”: Squad TDG)

(Links to “Two Birds, One Stone”: Red Cell TDG)

Capital Crimes

Situation

You are the Battalion Intel Officer with a collateral billet as the assistant Information Officer, Battalion Landing Team 2/1, 11th MEU. Recently, the MEU was sent to Nangarhar Province (capital city: Jalalabad), Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. The MEU completed the relief in place of the small NATO force two days ago and has started operations in Jalalabad and the Tora Bora region of your AO. After initial operations in Jalalabad, organized resistance has ceased. However, insurgent and tribal fighters remain as active combatants.

Jalalabad is an urban environment characterized by densely but haphazardly arranged mud brick houses of one and two stories with flat roofs, with the occasional taller building—usually a mosque or other religiously associated structure. The main roads are paved and two lanes wide. Side roads are also paved but only one and a half lanes wide. In addition, there are numerous narrow dirt alleyways only suitable for foot traffic.

The enemy you face wears no standardized military uniform and often appears in civilian dress, uses Soviet-era infantry weapons (AK-47s, light machine guns, and rocket propelled grenades), and has the occasional command of 82mm mortars and 12.7mm machine guns. His main tactic is the ambush, initiated by RPG attack or improvised explosive device. The enemy rarely stands to fight, even after such ambushes. When they do it is often the signal of a major engagement. Recent prolonged engagements between insurgents and NATO forces here and in Kabul indicate that prolonged engagements generally occur around religious sites.

The NATO force has been relatively successful in matters of civil affairs and civil-military relations. They initiated a “weapons buy back program,” paying for each weapon turned in depending upon its lethality. The MEU CO has continued this program at the same rates the NATO force authorized. Despite such gains, the AOR still has its share of insurgent attacks. Of the seven major clans in the AO, the BLT has secured the support of one smaller Tajik clan but still faces resistance from several of the larger Pashtun and Tajik clans in the city and surrounding area.

It is 1530, the BLT is on day three of operations in Jalalabad with Fox Company as the main effort. Their specific tasks include deterring enemy activity and identifying local police and security forces IOT isolate enemy forces in Jalalabad. You are currently in the COC tracking 2nd Platoon’s patrol. They have crossed the Helmand River bisecting Jalalabad and are continuing north along MSR 6 (Rt 6). You note that they are currently entering the area controlled by the one friendly Tajik tribe in Jalalabad. As you are monitoring their progress, the Watch Officer (the BLT S-4A) yells “Quiet in the COC, 2nd Platoon in contact,” grabs the radio and turns up the speaker. You notice someone in the COC pick up the cell phone, dial a number, and say, “To the COC,” and hang up.

From 1st Squad: “Enemy squad with AKs, RPG, mortar IED. Watson and Perez are down. Need CASEVAC. Break. Recommend 2nd Squad move north of my position and cut off retreating enemy elements. Over.”

Approximately 30 seconds later from 2nd Platoon Commander to 3rd Squad: “2nd Squad is reinforcing 1st Squad attack. Proceed north to major intersection in order to prevent enemy reinforcements from attacking our flank. Break. Break. [Platoon callsign to Battalion callsign] Request CASEVAC at TLZ Robin in 10 minutes. How copy, over?”

Approximately 1 minute later from 1st Squad to COC: “Be advised, we also have one local child urgent CASEVAC. Over.”

The Watch Officer radios CASEVAC helo section and verifies they will be available at the time and place specified.

Approximately 4 minutes later from 3rd Squad to platoon commander: “Be advised, at intersection. Intercepted local security force who are assisting. Over.”

Approximately 5 minutes later from 1st Squad: “In position at TLZ Robin. Observe helos inbound.” Approx 1 minute later: “CASEVAC away. Break, break. [Callsign 1st Squad to Platoon Commander], we are rejoining platoon moving from south to north along the road. Over.” The platoon commander verifies 1st Squad’s transmission.

Approximately 4 minutes later the helos land and the injured personnel are transferred to the shock trauma platoon. Also this from the platoon commander: “Enemy forces no longer resisting. We have 4 enemy killed, 3 wounded, and local female wounded. Request CASEVAC at TLZ Robin. Will drop captured weapons and munitions with CASEVAC helo and leave one fire team as security for wounded EPWs with CASEVAC. Will turn over bodies to local security force 3rd Squad found. Will continue patrol pending further orders. Over.”

The Watch Officer looks at you and asks, “Anything you want them to do from the intel side while they are there?”

Requirement

In a time limit of 20 minutes, indicate to the Watch Officer what 2nd Platoon needs to accomplish and why (Task/Purpose), what actions you will take (and additional actions you will recommend to the CO that the BLT take) with regard to the EPWs and wounded civilians, what IO products you will recommend to the CO as a result of this action, and what other information you need from 2nd Platoon now and after they return from patrol.”

Issues for Consideration

1. Who do you believe the enemy is? What information do you need to determine who the enemy is?
2. How do your actions and orders to 2nd Platoon provide that information?
3. What kind of information do you plan to get from the EPWs that may support your intelligence and information operations?
4. What course of action would you recommend to the CO for the injured civilians? The local “security force?”
5. What will the enemy say about the attack and what method will he use to exploit the situation in his favor? How do your actions and recommendations counter his efforts to exploit the situation?
6. What will the local population say about the attack and what method will they use to discuss this incident? How do your actions and recommendations promulgate the idea that your unit’s presence is positive for the local population? How do you plan to measure the message’s effectiveness?

Possible Solution to “Capital Crimes”

“Tell 2nd platoon I need a point of contact with the local security force so I can meet with them. Also, tell them to give the EPWs the same medical care our own guys get. I want to try and use them to establish contact with the enemy commander so we can attempt to arrange a cease-fire.” You made a mental note to ask the CO for support in trying to obtain a cease-fire with the enemy. That would be the most effective way to de-escalate local violence. You would also ask him to let the EPWs go home after their wounds were sufficiently healed. They would carry your request for a meeting to arrange a cease-fire, and their release itself would send a peaceful message to whatever clan they come from. Meanwhile, you would head to the casualty reception point to ensure the EPWs get the best possible medical care and to try to talk with them. It was equally important the wounded civilians received the best possible care. Tomorrow, you would get the word out locally about how both the wounded civilians and the EPWs were treated. You would also meet with the leaders of the allied local security force. They might prove your best local source of information.

Scenario 1 Red Cell TDG #1

(Links to “Children Bearing Gifts”: Squad TDG)

(Links to “First Contact”: Platoon TDG)

(Links to “Hostile Intent”: Squad TDG)

(Links to “Capital Crimes”: Battalion TDG)

Two Birds, One Stone

Situation

You are Bakhtawar, a leader under the Warlord Wadaan Zarhawar. Your clan held a position of prominence in Jalalabad prior to the invasion of the Americans and Europeans and the subsequent American occupation. While your Pashtun tribal elders reluctantly supported the foreign intervention, smaller clans, especially the Tajiks, under Warlord Gul Rang, seek to increase their power by allying themselves closely with the Americans.

As a result, Wadaan has ordered you to infiltrate into Gul’s area of control and ambush the Americans. You have 16 fighters; 14 armed with AK-47s and 2 armed with RPG (3 rounds ea). You also have access to three mortar rounds, 3 hand grenades, one mortar round that is rigged to blow up by cell phone, and two cell phones for communication. You do not have access to your vehicles due to Gul’s vehicle checkpoints.

You sent out 2 scouts with one cell phone to the bridge to report when the Americans cross the bridge and are heading north. The rest of your warband infiltrated into Gul’s area by foot and got ready to attack.

You have been in place approx 1 hour when your scout calls and reports the Americans have just crossed the bridge in three groups of 10-15 men each moving along Route 6 and two parallel streets.

What now?

Requirement

In a time limit of 15 minutes, determine what actions you would take during your 1 hour prep time and what orders you would issue to your warband.



Imagery provided by Google Earth.

Issues for Consideration

1. What is your reason for launching this attack on this ground?
2. What does Wadaan Zarhawar want you to accomplish?
3. How do your actions support this?
4. What do you consider mission success?
5. What do you want to see happen to Warlord Gul Rang's area of control? What do you want to see happen to the American forces?
6. What consideration do you give to damage to personal property and loss of life in Gul's area?
7. Is your focus on using your fighters to engage the enemy or on instigating locals?
8. Assume at the end of the engagement, you brought down two Americans, your fighters have ceded the battlefield to the Americans, you have fallen back to your area of control with most of your fighters, there were one child and one woman killed in the fighting, their home damaged, and two of your fighters were killed. How can you use this to your advantage?
9. How sensitive are you to casualties among your own fighters? How sensitive are you to local civilian casualties?

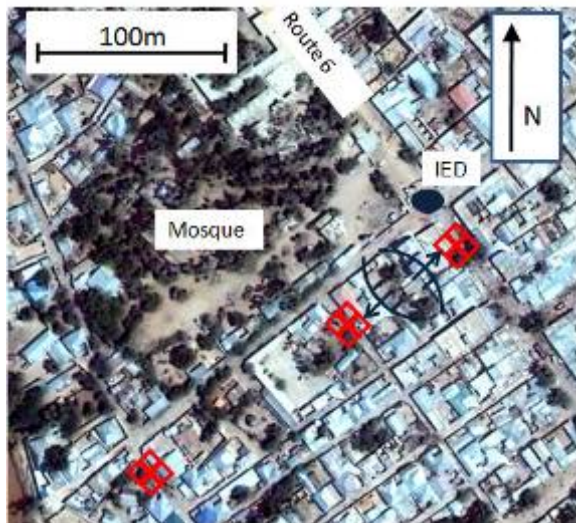
Possible Solution to "Two Birds, One Stone" by GySgt Russell

Situation: A platoon size force is moving north in three parallel elements. The far right element is on the west side of route 6.

Execution: Cmdrs intent: I want a simultaneous ambush on two of the American elements from our position in between them. This will cause the Americans to shoot at each other and into the local population.

We will establish ambush position on SW corner of route 6 and MSR. Two groups will orient outboard (E and W). Ambush will be initiated by RPGs when the far right patrol reaches our position. Bomb maker: Use explosives to make a cell activated IED on Rt 6.

Command and Control: I will initiate the IED when the Americans have started firing. While the IED causes confusion, we will infiltrate across route 6 and evacuate NE using the local populace and buildings as cover.



1. What is your reason for launching this attack on this ground?

I am launching the attack on this ground to disrupt the alliance between Gul and US Forces.

2. What does Wadaan want you to accomplish?

He wants me to disrupt US movement in “friendly” area.

3. How do your actions support this?

Increase US friendly on friendly casualties causing possible damage to civilian relations.

4. What do you consider mission success?

I consider success two American groups shooting at each other surrounded by civilian population.

5. What do you want to see happen to Warlord Gul Rang’s area of control? What do you want to see happen to the American forces?

I want to generate tension and possibly destroy the alliance between Gul and the US forces.

6. What consideration do you give to damage to personal property and loss of life in Gul’s area?

I want all civilian losses to be blamed on US Forces.

7. Is your focus on using your fighters to engage the enemy or on instigating locals?

I am focusing on both.

8. Assume at the end of the engagement, you brought down two Americans, your fighters have ceded the battlefield to the Americans, you have fallen back to your area of control with most of your fighters, there were one child and one woman killed in the fighting, their home damaged, and two of your fighters were killed. How can you use this to your advantage?

If the attack goes properly and I can force a blue on blue incident between the American forces, the local population will lose faith in the US capabilities and become sympathetic the Warlord Wadaan Zarhawar.

9. How sensitive are you to casualties among your own fighters? How sensitive are you to local civilian casualties?

I believe the largest risk to my fighters will occur while trying to cross the road during the retrograde. I am not worried about local civilian casualties.

Scenario 2 Fire Team TDG

(Links to “On Watch”; Battalion TDG)

Shaping Actions

Situation

You are a scout / sniper team leader of Sniper Team 1 assigned to BLT 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country 1 month and have been assigned to the NE sector of the AOR, Nangarhar Province. Recently, the MEU has been focusing on the southern sector of the AO intercepting arms and explosives flowing from Pakistan into Afghanistan through the mountains of tribal Pakistan into the Tora Bora region. This region has three major tribes in the area; the majority Pashtun, the Wakhi, and Tajik tribes. The tribes are further divided by clans led by family patriarchs that fight each other, regardless of tribe, over water rights, territory, and trade rights. The MEU has started to establish allies and informants in this area.

Acting on intelligence from a local tribe, Echo Company, a helicopter-borne company, has been assigned a cordon and search operation in the village of Alikhel on the Afghan-Pakistan border in order to interdict insurgents and weapons flowing into the country. The Company CO has decided to deploy scout sniper teams into the area first in order to detect weapons and insurgent activity prior to commencing the cordon and search. Your teams are specifically looking for trucks filled with personnel, weapons, or boxes moving into Afghanistan and stopping in Alikhel. You then radio the BLT COC and Echo Company will commence the attack approximately 2 hours after your report. If your teams are compromised, helos will be on station in 30 minutes and it will take you 20 minutes to get to the evac LZ. Your sniper team is four personnel with (1) 7.62 sniper rifle, (1) .50 caliber sniper rifle, (2) M-16A4 w/ PEQ, (4) NVGs, (2) night vision scopes, digital camera with 16x zoom lens, binoculars, and communications capability to talk to air, ground, and send digital pictures as well as your combat load for sniper teams.

Yesterday at 2300, your team and Sniper Team 2 inserted into Alikhel and established positions as shown on the map overlooking the village center and MSR from Pakistan into Afghanistan. It is now 1130 and your team noticed approximately one vehicle an hour either entering or leaving the village going south into Pakistan with no suspicious activity so far. Approximately 10 minutes later, you notice approximately 20 males armed with clubs and AK-47s surround and enter a home in the village. There is a lot of yelling in the home, at least six shots are fired, and a family is dragged from the home and placed in a clearing surrounded by the armed men. A crowd of at least 50 villagers form around this scene while the perceived leader of the armed men begins to shout something to the villagers you do not understand. The family consists of one older woman, four male children, and two female children. You have clear shots on several of the gunmen, including the leader. You believe the family will be killed if you do nothing in the next few minutes.

Requirement

In 10 minutes, explain what orders you give to your team, what you report to higher, what actions you recommend higher HHQ to take, and what actions you recommend Sniper Team 2 to take.



Imagery provided by Google Earth.

Issues for Consideration

1. Based on your understanding of the local culture, could this be an insurgent activity or local situation? What could lead an insurgent to take this action? What could lead a clan to this action against another family?
2. What do you believe is your Company CO's intent? What is the MEU commander's intent? How does it apply to this situation?
3. In this scenario, how do your actions and orders relate to his intent?
4. What does the enemy hope to gain from this attack assuming an insurgent activity?
5. How do your actions deprive the enemy of those gains?
6. What if it turns out the armed men were not enemies but an allied clan?
7. How do your recommendations to higher translate into actions your HHQ can take?
8. Assuming this is insurgent activity, what actions could your company, battalion, or MEU take to prevent enemy forces from continuing actions in this area?
9. Assuming this is a local feud, is it in the company, battalion, or MEU's interest to prevent these actions from occurring? Why?
10. Assuming it is in the MEU's interest to prevent vigilante justice in the outlying provinces, what actions can the MEU take to discourage this?
11. What are the possible results of your actions given that this is a blood feud culture?

Possible Solution to "Shaping Actions"

"OK, guys, we're going down there, breaking cover. I don't know who is who down there, but we have to find out. I will ask Sniper Team 2 to cover us." You call the leader of Sniper Team 2 and say, "We're going into the village in the open to try to find out what is going on. If you do have to fire on those people, try to wound rather than kill. Shoot at their legs. These may be people we have to work with later." You call your company commander, inform him of the situation, your decision and your request to Sniper Team 2. You add, "Sir, I recommend Echo Company get here as soon as possible, but do not attack the village. Land as close to it as you can and just walk in, like you are paying a visit. Until we can figure out who is who, I don't think we want to shoot anybody. That is what I am going to try and find out."

Scenario 2 Battalion TDG

(Links to “Shaping Actions”; Fire Team TDG)

On Watch

Situation

You are the S-3a and Battalion Watch Officer (as well as BLT Training Officer and Education Officer) of BLT 2/1, 11th MEU. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country 1 month and have been assigned to the NE sector of the AOR, Nangarhar Province. Recently, the MEU has been focusing on the southern sector of the AO intercepting arms and explosives flowing from Pakistan into Afghanistan through the mountains of tribal Pakistan into the Tora Bora region. This region has three major tribes in the area; the majority Pashtun, the Wakhi, and Tajik tribes. The tribes are further divided by clans led by family patriarchs that fight each other, regardless of tribe, over water rights, territory, and trade rights. The MEU has started to establish allies and informants in this area.

Acting on intelligence from a local tribe, the BLT CO has tasked Echo Company, a helicopter-borne company, to conduct a cordon and search operation in the village of Alikhel on the Afghan-Pakistan border in order to interdict insurgents and weapons flowing into the country. With BLT and MEU CO approval, Echo CO deployed scout sniper teams into the area first in order to detect weapons and insurgent activity prior to commencing the cordon and search. Once the sniper teams detect insurgent activity, they are to report to the COC and then the COC notifies the Echo CO (also HUC) who then deploys into the area 2 hours after sniper report. If the sniper team is compromised, the MEU has a helo team on standby to retrieve the sniper team. It will take the helos 30 minutes to reach the extract LZ. Currently, it is 1130 and two sniper teams have been in place southwest of Alikhel since 2300 last night. Currently the CO is in a meeting with the MEU CO, and the S-3 and XO are out of the office but can be reached by cell phone to inform them they have to come to the COC, but no other information can be passed by phone.

You overhear one of your radio operators (RTO) talking to the sniper teams and wander over to his position. The RTO turns to you and says, “Sir, Dagger 1 has contact.” You grab the radio, identify yourself to the sniper team and receive the report. “Approx 20 enemy armed with clubs and rifles are attacking a local family. Estimate 2 minutes before they slaughter the family. Am engaging pending your orders. Both teams will need evac in 40 minutes. Over”

What are your orders?

Requirement

In 10 minutes, explain what orders you give to the sniper team leader, what action you take in the COC, what you report to the S-3, XO, and/or CO, what actions you recommend higher HHQ to take, and what actions you recommend Sniper Team 2 to take.

Issues for Consideration

1. If you order the team leader not to fire, do you think he will obey you?
2. What do you believe is sniper team 1's intent?
3. How do his actions relate to that intent?
4. Do you believe his actions are in keeping with the MEU CO's intent? Why?
5. Are the sniper team leader's actions in keeping with the rules of engagement? Why?
6. Do your actions and orders support the troops on the ground? Why?
7. What are the potential consequences of sniper team 1's actions?

Possible Solution to "On Watch"

Grabbing the radio, you say, "Dagger 1, do not, repeat do not shoot to kill. The CO's intent is to de-escalate. He does not want locals KIA. We do not know who is who down there. You are authorized to shoot to miss or to wound in order to prevent the killing of that family. As snipers, you can shoot well enough to do that. You are also authorized to break cover and enter the village, with Dagger 2 providing cover. I will not order you to do that, it's up to you, but my intent is to stop the massacre without Americans killing any locals. I am going to order Echo Company to get there as soon as possible."

Next, you order Echo Company to get to the village as quickly as it can, explaining the situation to the company commander. Stressing the importance of not killing potential allies, you say, "We may have an opportunity to protect the local people here. That takes precedence over the planned cordon-and-search. If we can build a relationship with the people in the village, they can do cordon-and-search for us better than we can hope to do it ourselves. In this kind of war, relations with the local people are decisive. Recommend you stay in close direct contact with Sniper Team 1."

Finally, you inform the battalion commander of your decision and the orders you have given.

Scenario 3 Company TDG

(Links to “What Now, Staff Sergeant”: Platoon TDG)

(Links to “Cordon and...”: Platoon TDG)

(Links to “Fight for Rahadnak Valley”: Red Cell TDG)

Rahadnak Valley Search

Situation

You are the Commanding Officer, Golf Company, Battalion Landing Team 2/1, a mechanized rifle company. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country approx 1 month and have been assigned to the NE sector of the AOR, Nangarhar Province. Recently, the BLT has been searching for the warlord Sher Dil and his needihajum freedom fighters believed to be operating in the Rahadnak Valley. Sher Dil is the primary source of arms transportation into Jalalabad. The arms shipments flow from the northwest tribal regions of Pakistan into the Tora Bora region, through the Rahadnak Valley, then into Jalalabad. The Rahadnak Valley was initially quiet with no armed conflict. However, after successful arms interdiction in the area, organized guerrilla groups ignited an active campaign against coalition forces and inflamed tribal unrest throughout the valley.

Your mechanized company is embarked aboard 14 assault amphibious vehicles. You ordered the weapons platoon to detach three machine gun squads and six assault teams evenly between the platoons. While traveling southwest along a main road in the Rahadnak Valley during a routine mechanized patrol, your unit is tasked to search a village suspected of harboring Sher Dil and needihajum fighters. Speed is essential as the enemy is prone to resupplying its forces and then quickly fading into the rugged and mountainous countryside. A section of AH-1W Cobras that can reinforce your unit within 15 minutes remains on call to provide close air support.

In order to maximize the “shock and awe” and speed of your mechanized unit, you decide on a simple, though previously effective, scheme of maneuver that calls for two platoons to encircle the village—one from the west and the other from the east—one platoon to advance along the main avenue of approach to seal the entry point and a dismounted mortar section to isolate the objective area with calls for fire as needed. The section of Cobras can be used to further isolate the objective area or provide supporting fires if required.

As your lead elements enter the village area, 1st Platoon immediately begins taking machine gun fire from the vicinity of Hill 2. As the platoon commander begins to take immediate action, mortars begin impacting around him. One of his vehicles has sustained a mobility kill.

What now, Captain?

Requirement

In a time limit of 10 minutes, issue your orders to your element leaders.



TDG based on TDG 04-7 "Rahadnak Valley Search" by Major Kenneth R. Kassner printed in the Marine Corps Gazette.

Imagery provided by Google Earth.

Issues for Consideration

1. Who do you believe the enemy force is? What is their motivation for attacking?
2. What do you believe is the BLT intent for this area?
3. How do your actions support this intent?
4. How do your actions defeat the enemy motivation to attack?
5. How much collateral damage do you anticipate as a result of your actions?

6. What do you expect civilian response will be to collateral damage:

- At conclusion of fighting, while you are in the area?
- Within an hour after you leave?
- At the end of the day?
- At the end of the week?

7. What is the expected enemy response to collateral damage:

- At conclusion of fighting, while you are in the area?
- Within an hour after you leave?
- At the end of the day?
- At the end of the week?

8. What actions can you and the BLT take to counter and exploit enemy and civilian responses to collateral damage:

- While you are in the area?
- After you return to base?
- When you subsequently patrol in the area?

9. What actions can you take to defeat enemy motivation to attack:

- While in the area?
- After you return to base?
- During subsequent patrols of the area?

Possible Solution to “Rahadnak Valley Search”

“First Platoon, maintain your position and fix the enemy. Second and Third Platoons, advance north and encircle the enemy on Hill 2 from the right. Weapons, I want mortar rounds to the rear of Hill 2 to prevent the enemy from withdrawing. Get those Cobras north of Hill 2, but tell them not to shoot unless I say so. All units, I want to capture the guys shooting at us, not kill, repeat, capture, not kill. I want to find out who they are and who they work for. If they are from the village, it is important we return them there alive and well. Wounded EPWs are to receive the best possible medical care.”

“All units be prepared to break contact and encircle the village on my signal.”

Scenario 3 Platoon TDG

(Links to “Rahadnak Valley Search”: Company TDG)

(Links to “Cordon and...”: Platoon TDG)

(Links to “Fight for Rahadnak Valley”: Red Cell TDG)

“What Now, Staff Sergeant!”

Situation

You are the 1st Platoon Sergeant, mech reinforced, Golf Company, BLT 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country approx 1 month and have been assigned to the NE sector of the AOR, Nangarhar Province. Recently, the BLT has been searching for the warlord Sher Dil and his needihajum freedom fighters believed to be operating in the Rahadnak Valley. Sher Dil is the primary source of arms transportation into Jalalabad. The arms shipments flow from the northwest tribal regions of Pakistan into the Tora Bora region, through the Rahadnak Valley, then into Jalalabad. The Rahadnak Valley was initially quiet with no armed conflict. However, after successful arms interdiction in the area, organized guerrilla groups ignited an active campaign against coalition forces and inflamed tribal unrest throughout the valley.

Your Mech Platoon is embarked on four assault amphibious vehicles and is further reinforced with one machine gun squad and two assault teams from Weapons Platoon. Your company is tasked to search a village suspected of harboring Sher Dil and needihajum fighters. Speed is essential as the enemy is prone to resupplying its forces and then quickly fading into the rugged and mountainous countryside. A section of AH-1W Cobras that can reinforce the company within 15 minutes.

The company scheme of maneuver calls for two platoons to encircle the village—one from the west and the other from the east—one platoon to advance along the main avenue of approach to seal the entry point and a dismounted mortar section to isolate the objective area with calls for fire as needed. The section of Cobras can be used to further isolate the objective area or provide supporting fires if required. Your platoon is tasked with encircling the village from the west in order to prevent enemy forces from escaping the village during the search operations. The Company ME is Third Platoon, who will conduct the search of the village and your boundary (limit of advance) is southwest of the village ending at a line from the village to the western part of hill 4. You have used this tactic successfully in this area in the past.

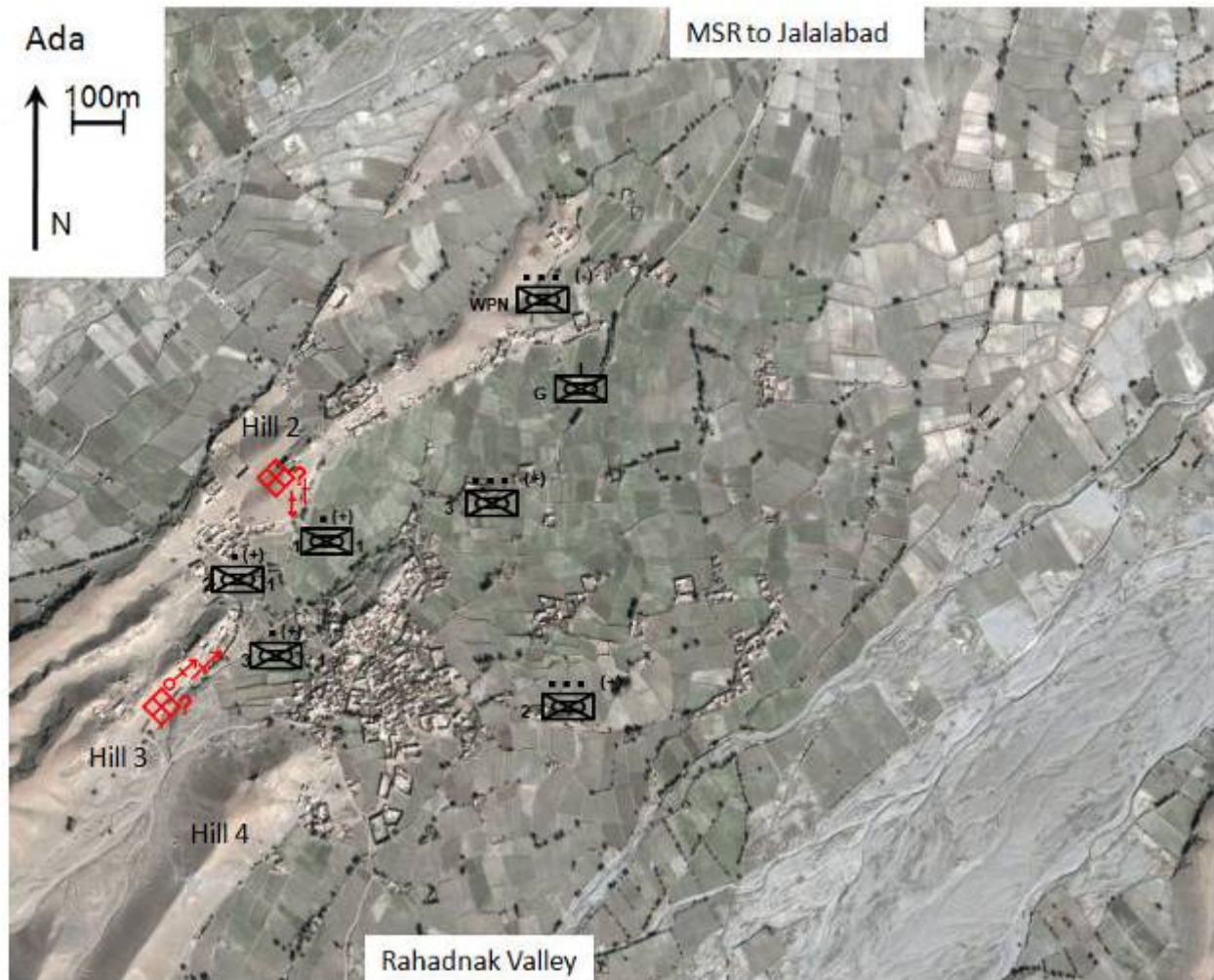
The platoon commander orders the platoon to advance west of the village with each squad tasked with securing hill 2 (1st Squad), the MSR between hills 2&3 (2nd Squad), and the MSR between hills 3&4 (3rd Squad). 2nd and 3rd Squads are reinforced with one machinegun team and one assault team. The Platoon Commander is with 3rd Squad, you are with 2nd Squad, and Platoon Guide is with 1st Squad.

As first Squad advanced toward their objective and 2nd and 3rd Squad continues toward their objectives, 1st Squad begins taking machinegun fire. 2nd and 3rd Squads dismount and begin to suppress the enemy on hill 2. Approximately 1 minute into the fight for hill 2, mortar rounds and machinegun fire impact around 3rd Squad. You see 3rd Squad directing fire on hill 3 but cannot see what they are firing at. Over the radio, 3rd Squad Leader reports “Lieutenant and Jenkins down, enemy team, squad size, on hill 3, am preparing to assault pending further orders.”

What now, Staff Sergeant?

Requirement

In a time limit of 5 minutes, issue your orders to your element leaders and any reports and recommendations you would make to higher.



Imagery provided by Google Earth.

Issues for Consideration

1. Who do you believe the enemy force is? What is the enemy's intent for this attack?
2. What do you believe is the Platoon Commander's intent?
3. What do you believe is the Company Commander's intent for this area?
4. How do your actions support these intents?

5. How do your actions defeat the enemy's intent?
6. What do you expect the enemy to do as a result of your orders? How do your orders exploit the enemy's response?
7. How much property damage do you anticipate as a result of your actions?
8. How many civilian casualties do you anticipate as a result of your actions?
9. What do you expect civilian response will be to collateral damage (property damage and casualties):
 - At conclusion of fighting, while you are in the area?
 - Within an hour after you leave?
 - At the end of the day?
 - At the end of the week?
10. What is the expected enemy response to collateral damage:
 - At conclusion of fighting, while you are in the area?
 - Within an hour after you leave?
 - At the end of the day?
 - At the end of the week?
11. What actions can you and the BLT take to counter and exploit enemy and civilian responses to collateral damage:
 - While you are in the area?
 - After you return to base?
12. What actions can you, the Company, and the BLT take to deter future enemy activity in this area:
 - While in the area?
 - After you return to base?
 - During subsequent patrols of the area?

Possible Solution to "What Now, Staff Sergeant"

You order 3rd Squad, "Do not, repeat do not, assault Hill 3. I want you to move west and behind Hill 3, to cut off the escape of enemy forces on Hills 3 and 2. Terrain west of Hill 3 offers protection from fire from Hill 3." Then, you order all the company's AAVs to move north of Hill 2 to block the enemy's escape in that direction. You tell 1st and 2nd Squads to continue suppressing the enemy on Hill 2, preventing his escape to the east, but order them not to assault. Finally, you call your company commander and say, "Sir, 1st Platoon took fire from Hills 2 and

3. We are moving to encircle the enemy on both hills from west, north and east. I recommend you order 2nd Platoon to complete the encirclement from the south.”

The company commander replies, “Roger, 1st Platoon, good work. 2nd Platoon will complete the encirclement.” He orders 2nd Platoon to do so, then turns to his gunny and says, “Smitty, take a couple Marines and our interpreter into the village and try to find someone who can talk to the muj we are encircling. I want to talk them into surrendering. They may be locals, and if so, we do not want to kill them.”

Scenario 3 Platoon TDG

(Links to “Rahadnak Valley Search”: Company TDG)

(Links to “What Now, Staff Sergeant?”: Platoon TDG)

(Links to “Fight for Rahadnak Valley”: Red Cell TDG)

“Cordon and...”

Situation

You are the 3rd Platoon Commander, mech reinforced, Golf Company, BLT 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country approx 1 month and have been assigned to the NE sector of the AOR, Nangarhar Province. Recently, the BLT has been searching for the warlord Sher Dil and his needihajum freedom fighters believed to be operating in the Rahadnak Valley. Sher Dil is the primary source of arms transportation into Jalalabad. The arms shipments flow from the northwest tribal regions of Pakistan into the Tora Bora region, through the Rahadnak Valley, then into Jalalabad. The Rahadnak Valley was initially quiet with no armed conflict. However, after successful arms interdiction in the area, organized guerrilla groups ignited an active campaign against coalition forces and inflamed tribal unrest throughout the valley.

Your Mech Platoon is embarked on four assault amphibious vehicles and is further reinforced with one machine gun squad and two assault teams from Weapons Platoon. Your company is tasked to search a village suspected of harboring Sher Dil and needihajum fighters. Speed is essential as the enemy is prone to resupplying its forces and then quickly fading into the rugged and mountainous countryside. A section of AH-1W Cobras can reinforce the company within 15 minutes.

The company scheme of maneuver calls for two platoons to encircle the village—one from the west and the other from the east—one platoon to advance along the main avenue of approach to seal the entry point and a dismounted mortar section to isolate the objective area with calls for fire as needed. The section of Cobras can be used to further isolate the objective area or provide supporting fires if required. Your Platoon is the Main Effort: On order, you will secure the MSR northeast of Ada while 1st and 2nd Platoons isolate the village. During isolation operations, you are the reserve. BPT attack enemy forces west and east of the village ISO 1st or 2nd Platoon mission. Upon conclusion of isolating village, you will enter the village and search the village for weapons caches, needihajum fighters, and Sher Dil. Your Platoon is reinforced with a weapon cache detection team (fire team of combat engineers), the company intel cell (the Company XO attended basic Farsi language school), and the company interpreter who speaks Farsi and the local tribal language. You have used the tactic successfully in this area in the past and are familiar with your mission and the local area. You have placed the Platoon Sergeant with 1st Squad, and you are with 2nd Squad with the company attachments.

During the isolation of the village, your Platoon advances to the outskirts of the village along the MSR and secure the NE exit of the village as 1st and 2nd Platoons execute their mission. Your Platoon establishes blocking positions, overwatch, and observation into the village as shown on the graphic. Approximately 10 minutes into the operation you hear machine gun fire from the west of the village and about 2 minutes later you hear mortar rounds explosions from the west as well.

2nd Squad leader calls you over and reports “Sir, take a look, there’s approx 6 vehicles being loaded down with men, women, children, bags, and boxes. The men are all carrying AK-47s and I see two RPGs so far.” You confirm what 2nd Squad observed and note that the vehicles will be completely loaded in approx 10 minutes at the rate they are going. At the same time, fire erupts from 1st Squad’s position but you cannot see what they are engaging.

The radio operator hands you the radio and says “1st Platoon talking to Company.” You listen in “...on hills 2 and 3, squad sized each, machine guns on hill 2, mortars on hill 3. Lieutenant and Jenkins down. Need 2 minutes of immediate suppression on south side of hill 3, grid 354256. Am assaulting hills 2 and 3. Over.”

Less than 5 seconds later, your Platoon Sergeant radios you. “Enemy team on north side of the village attempting to access a weapons cache. 1st Squad engaging to suppress. Still developing situation. Over.”

Less than 10 seconds after that, the Company CO radios you. “Need your platoon to attack enemy forces on hill 2 ISO 1st Platoon’s mission. Attack northeast to southwest and flank the enemy force.” He then radios 2nd Platoon and orders them to focus on taking hill 4, and attack enemy forces on hill 3 IOT prevent their escape into the valley.

What now?

Requirement

In a time limit of 5 minutes, issue your orders to your element leaders as well as any reports and recommendations to the Company CO.





Imagery provided by Google Earth.

Issues for Consideration

1. What is the enemy's disposition of forces? What is the enemy trying to accomplish with this attack?
2. What do you believe is the Company and BLT CO's intent for this area?
3. How do your actions support these intents?
4. How do your actions defeat the enemy's intent?
5. What do you expect the enemy to do as a result of your orders?
6. Do your orders exploit the enemy's response?
7. Did you consider collateral damage (civilian injury and damage to property) when determining your orders and recommendations?
8. What do you expect civilian response will be to collateral damage (property damage and casualties) and how do you think it will be communicated:
 - At conclusion of fighting, while you are in the area?
 - Within an hour after you leave?
 - At the end of the day?
 - At the end of the week?
9. What is the expected enemy response to collateral damage and how do you think their response will be communicated:
 - At conclusion of fighting, while you are in the area?
 - Within an hour after you leave?
 - At the end of the day?
 - At the end of the week?
10. What actions can you, the Company, and the BLT take to counter and exploit enemy and civilian responses to collateral damage while you are in the area and after you return to base?
11. What actions can you, the Company, and the BLT take to deter future enemy activity in this area while your company is in the area, after you return to base, and during subsequent patrols?
12. Are there any recommendations you would give to the Company Commander to improve future missions of this type after the mission is complete?

Possible Solution to "Cordon and ..."

You radio your company commander and say, "Sir, I strongly recommend you call off all assaults on enemy positions and we move to encircle them instead. If these fighters are from the village and we kill them, we will face

a permanent blood feud with this village. Once we have completed the encirclement, we can ask the village leaders to try and broker a surrender.”

You then order 1st Squad, “Keep fire on the weapons cache, but try not to fire on enemy personnel. I want you to send the message that they are safe so long as they stay away from the weapons cache.”

Finally, you order 2nd Squad, “I want fire on the road in front of those vehicles to tell them not to move, but do not fire on the vehicles themselves unless they try to leave the village. If they do, stop them, but try to go for mobility kills not kills of personnel.”

Then you wait for a message back from your company commander. Does he get this kind of war or doesn't he?

Scenario 3 Red Cell TDG

(Links to “Rahadnak Valley Search”: Company TDG)

(Links to “What Now, Staff Sergeant?”: Platoon TDG)

(Links to “Cordon and...”: Platoon TDG)

Fight for Rahadnak Valley

Situation

You are Marwand Paywastun, a local leader of the needihajum freedom fighters, led by Sher Dil. You live in Rahadnak valley and are proud to have never left it. It is now spring, the winter has gone, and your friends, family, and neighbors have planted the annual crops and hope for a bountiful harvest. After a few years of relative peace, foreign soldiers invaded your valley. Over the past month, the Americans took over to impose foreign rule upon the dozen villages that make up the Rahadnak Valley. There is no reason to expect they will stop. They come in the hundreds, riding in their armored vehicles, often with helicopters flying overhead. Fortunately, while they have vehicles, you own this land and know every cave, ravine, goat trail, and hiding place in the valley.

This season, you have been able to recruit over 60 fighters from your village of Ada and the two nearest villages. While they include many of the major clans, some of the clans are neutral to your cause and some are hostile, favoring the Americans over their freedom. Your fighters have trained since birth as hunters, and are organized as 8 groups of 7-8 fighters (including your own bodyguard) by clan affiliation. You have been able to amass 6 RPGs with 20 rounds, one 82mm mortar with 25 rounds, two 14.7mm machine guns, 45 AK-47s with 80 rounds each weapon, 4 cell phones, and 3 radios. Communication in the valley is primarily by messenger. Clan leaders have cell phones and you have most of their phone numbers. Ada has four vehicles that belong to the local clan leader, your uncle. The landscape is littered with unexploded bombs and shells left over from past wars.

Sher Dil has charged you with defending the western entrance of the valley from the American invaders (see map). He also reminds all his leaders to be vigilant of the mood of the other clans and to take every advantage to both defeat the Americans and increase our numbers and supporters.

This morning one of your nephews rides into your home with news from your brother, a worker at the American base near Jalalabad. He states that the Americans have just received a new unit of soldiers with their armored vehicles, who began patrolling in the area a day after arrival. Based on previous experience, the Americans usually follow the same pattern, encircling the village with some of their men and vehicles and sending a smaller force into the village to search houses. You believe the Americans will be here by tomorrow afternoon, at the latest.

What now?

Requirement

In a time limit of 15 minutes, prepare your orders to your group leaders. Be prepared to discuss the rationale for your decisions.



Imagery provided by Google Earth.

Issues for Consideration

1. What do you believe the Americans goal is?
2. What is your estimate of the American strength vs your own?
3. What do you consider mission success?
4. How does your vision of success correspond to Sher Dil's objectives?
5. How sensitive are you to casualties among your own fighters? How sensitive are you to local civilian casualties and property damage? How do your actions reflect this?
6. Is your focus on using your fighters to destroy the Americans or to instigate the local populace to action?
7. Assume at the end of the engagement, you brought down two Americans but were unable to photograph it or claim the body, one home is damaged in the fighting, one of your fighters from a nearby village is killed, another is wounded in the fighting, and your force has fallen back to the surrounding countryside and into the valley.

- a) What actions can you take to exploit the loss of life and damage to property?
- b) What actions can the Americans take that will help you exploit the situation?
- c) How can this action increase your standing with the local populace?
- d) How will you communicate your message to the local populace?

Possible Solution to “Fight for Rahadnak Valley”

Honor requires that you fight the Americans when they come to your village. But you cannot risk the destruction of your whole force, nor do you want to bring destruction on your village. You know that once the Americans move on, they will imagine the route behind them has been “cleared” and they will send supply columns up the main road. Those are far more lucrative targets than is the point of the American spear.

You decide to employ two small teams of fighters, all men from the village. They are to engage the enemy at long range from Hills 2 and 3, then retreat west and escape up the valley that runs north and west of the village. If they take some casualties, that is not good, but it will solidify the village behind Nadel nib Amaso and against the Americans.

The battle is going as planned, when your uncle panics and starts loading his whole family on his vehicles to escape the town. The fool! The Americans have helicopters, which will surely see and destroy those vehicles, killing the clan leader and his family. Inshallah. At least now the whole valley will hate the Americans and want to fight them.

Scenario 4 Platoon TDG

(Links to “Tax Trouble”; Red Cell TDG #3)

Dilemma at Styx River Bridge

Situation

You are the Platoon Commander of 1st Platoon, Bridge Company, 8th ESB. Your Platoon (rein) recently deployed to Afghanistan in support of the 11th MEU with the primary task of constructing Medium Girder Bridges as part of civil military operations in the Marine AOR. You arrived in country 3 days ago.

You are currently tasked with building a Medium Girder Bridge near the destroyed bridge in the town of Sar-e Pol in order to open the lines of communication within the BLT’s AOR. The Sar-e Pol bridge was destroyed in clan warfare between the majority Pashtun clan and minority Tajik clan in this region of Afghanistan. To further complicate matters, the clans are further broken into smaller sub-clans and warlords that may feud with each other over matters of water well and road access. While no one has claimed responsibility for the bridge destruction, it is widely believed that elements of the Tajik clan who live north and east of the city center destroyed the bridge in a dispute over access to relief supplies and tolls charged by Pashtun clan members to Tajik clan members crossing the bridge.

Your detachment arrived at 0700 and has been working all day. The river is 2 feet deep, 40 meters wide, and has a current of 3–5 knots. An NGO (nongovernment organization) base camp is 500 meters away by road outside the town of Sar-e Pol. The NGO team has been establishing temporary shelters for the homeless, organizing food distribution, and providing limited medical treatment for the local population. You have had intermittent radio communications with the BLT, located in Samarkhel, near Jalalabad. You are expected to rejoin the BLT before sunset.

Toward the late afternoon, after mission completion and while conducting site cleanup and prepping for retrograde, you are visited by a group of Frenchmen from the NGO camp. They are very concerned about a report that clan forces in the immediate area will attack the village within the hour in order to capture the NGO camp and supplies and secure control of the bridge site. The Frenchmen report that there are 25 other British and French aid workers at the camp. They have two 2 1/2-ton trucks and about 18 tons of food and medical supplies.

What do you do?

Requirement

In 20 minutes, explain to the French aid workers what you intend to do, and what you want them to do. Issue any orders to your squad leaders. Provide a sketch of your decision. BPT discuss the issues for consideration.

Table of Equipment

1 10K fork lift (TRAM)	2 M240s
1 5K fork lift (TEREX)	3 M203s
6 tractor trailers (M870 Low Boy)	3 M9s
3 MTRVs	2 SINCGAR

2 HMMWVs w/ M2 mounted 4 Motorola Radios
1 MRC 145
48 M16 58 Marines (including you)



TDG based on TDG 00-7 “Dilemma at Styx River Bridge” by Capt Thomas H. Presecan printed in the Marine Corps Gazette.

Imagery provided by Google Earth.

Issues for Consideration

1. Who do you believe the enemy is?
2. How does your commander’s intent apply to this situation?
3. In this scenario, how do your actions and orders relate to his intent?
4. What does the enemy hope to gain from this attack?

5. How do your actions deprive the enemy of those gains?
6. Is the enemy expecting an armed military response? Do you think he will fight if he faces an armed military response?
7. What is the enemy motivation for this attack? How can you exploit and defeat his motivation?
8. Assume as a result of this incident, two civilians are wounded and one home is damaged.
How do you expect the local villagers to respond?

- In 20 minutes?
- By the end of the day?
- The rest of the week?

Is the anticipated response based on who caused the damage?

How can you (or the MEU) counter negative responses?

After the incident?

After you return to base?

Possible Solution to “Dilemma at the Styx River Bridge”

The Platoon Commander, Lt. Ridgeback, asked the Frenchmen “Are the clan forces you think will attack local or from outside the area?” Monsieur Crapaud replied, “They are outsiders, from the same clan we think destroyed the earlier bridge.”

You then asked, “Does the local clan have fighters?” Shrugging his shoulders, Mons. Crapaud replied, “But of course.”

“Take me to their leader,” you say to the Frog.

Together, you went to the house of the local clan leader. After suitable introductions, you said to him, “We think the same people who destroyed your bridge are about to attack it again, along with your food supply and the NGO that has been helping you. If you are willing to fight them, my platoon will fight alongside you. We will stay here until they are defeated or go away.”

“You are right, they will attack as soon as you leave. We are too few to fight them ourselves. But if you will join with us, we can surely defeat them. Thank you!” With that, the clan leader called out his fighters. You agreed that they would defend the NGO compound and the bridge while you got behind the enemy to attack them from the rear.

You radioed the battalion commander and told him what was going on. “I don’t know when I’ll be back, sir. After we leave, you will need to send someone else here to back up the local clan until we are sure the threat is gone. Otherwise, we will only have hung them out to dry.”

“Roger that,” said the Battalion CO. “Good thinking on your part. I will pass this report on to the S-3 and I will have an infantry platoon there to relieve you by 0600 tomorrow.”

With a guide provided by the local clan leader, you then took your engineer platoon with its vehicles on a hidden trail that led you around behind the enemy fighters.

Scenario 4 Red Cell TDG

(Links to “Dilemma at Styx River Bridge”; Platoon TDG)

Tax Trouble

Situation

You are Khorasan Parsi, a warlord of the Tajik clan in the city of Sar-e Pol. For the last several years, foreign armies have been operating in your country after ousting the Taliban from the government. Over a month ago, American armies moved into Jalalabad, about 30 km north of your city. The continued invasions of foreign powers over your lifetime have left their mark upon your family and clan. Your family has learned to deal with all countries that respect them and your clan sells goods and services to all people. At the same time, some members of your clan are resentful that outsiders from Kabul, Europe, and now the United States seek power in your land for reasons that you do not understand. As a warlord, you know how to stoke the fires of resentment when needed and how to laugh and celebrate with strangers from all over the world, all the while looking to increase your clan’s standing, influence, money, goods, and property.

Your family and clan reside north and east of the Styx River and in the north and east sections of the city south of the river as well. In the middle of your area, a French and British humanitarian organization has been distributing food, blankets, and fresh water to those whose homes have been destroyed as a result of the invasion and occupation.

During the American invasion, the Pashtun tribes have gained the upper hand in the endless power struggle between the clans. Through manipulation of the French and British, they have convinced them to distribute the majority of the aid goods to warlords of the Pashtun clans who establish distribution points in the city center then charge tolls to cross the bridge. Your clan loses most if not all of what they receive through these tolls. The French and British do not understand the extortion and the Americans are only seen in their armored trucks moving from Tora Bora north to Jalalabad.

A few weeks ago, your clan leader ordered that the bridge be destroyed and the humanitarian camp attacked and looted with the spoils distributed among your clan. The bridge was destroyed and your clan leader ordered you to take charge of sacking the camp when he orders it.

Your warband consist of 30 fighters who have trained with the AK-47 and the RPG. They have learned to fight with all manner of improvised weapons since childbirth. You also have 6 pickup trucks from your family, 1 cell phone with contacts with the rest of your clan leaders on both sides of the river, 2 radios, 30 AK-47s with 40 rounds each and 2 RPGs with 2 rounds each. Your men generally move as a mob and will break into smaller warbands of two to five fighters once battle is joined.

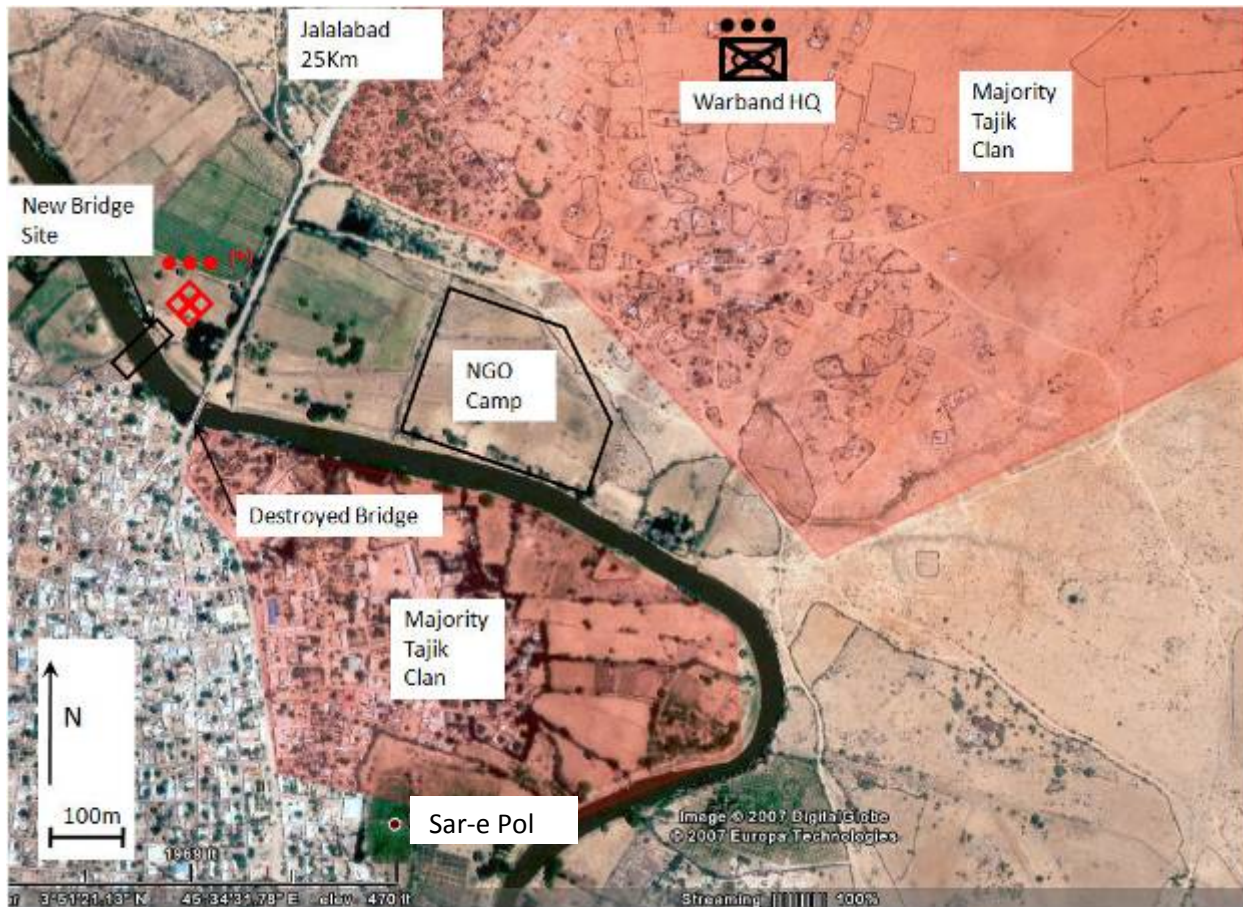
Yesterday evening, over dinner with the clan chief, he informed you that the time to take the camp is today, day or night, it is up to you. All the clan leaders and heads of the community have offered their support with the stipulation that you wait until afternoon or evening. You agreed to their requests and reconnoitered the camp that evening. You discovered that the camp has about 20 workers, two trucks, and enough food to see your family through the next year.

The next morning, you notice a group of 50 or so American Marines with armored trucks and a lot of construction equipment enter your area and begin work on building a new bridge. It is now noon, the attack must commence this afternoon or evening (3-10 hours), and the Americans look like they have no intention of leaving.

What now?

Requirement

In 20 minutes, explain to your men and supporting clan leaders what you intend to do, what you need them to do, and issue your order to your warband.



Imagery provided by Google Earth.

Issues for Consideration

1. What is your goal for this attack? How does the American presence complicate it? How do your actions negate the American presence?
2. What do you consider mission success?

3. How does your vision of success correspond to your clan leaders' objective?
4. How sensitive are you to casualties among your own fighters? How sensitive are you to local civilian casualties and property damage? How do your actions reflect this?
5. Is your warband being used to attack the Americans, instigate the local populace to action, take the NGO camp, or something else? Who do you use to deal with other situations that your warband cannot handle and are they reliable (i.e. will they take the NGO camp and keep the supplies)?
6. Do your actions force the Americans to fight your warband? If so, what are the possible repercussions of a fight with the Americans?
7. If you chose not to attack the Americans, what other methods could you use to neutralize them?

Possible Solution to "Tax Trouble" by GySgt Russell

Task organization:

Squad 1: (5 fighters), 3 AK-47s, 2 RPGs

Squad 2: (15 fighters), AK-47s

Squad 3: (10 personnel), AK-47s

Commander's Intent: To feed our clan, I want to steal the food from the NGO camp but do so without a firefight with the Americans. Endstate: Deliver supplies to clan and place suspicion on rival clan.

Squad 3: Gather friendly clan members and start a (peaceful but loud) food riot SW of new bridge to keep American attention toward your direction. If you can, blame rival clan for stealing the food from us.

Squad 2: When 1st and 3rd squads are in place, direct NGO's people at gunpoint to load food onto our trucks and their trucks. You will drive stolen food to our compound then abandon stolen trucks in rival clan's area.

Squad 1: Infiltrate over river and provide blocking position oriented SW from NGO camp towards Americans. If the riot fails and we are discovered stealing supplies, launch RPGs towards Americans to delay their advance.

C+C: I will be with 2nd squad. We will begin raid when riot begins at sunset.

1. My goals for the attack are to feed my clan, gain power in the area, and diminish rival clan's influence.
2. Mission success is getting the supplies without starting a fight with the Americans.
3. My vision exceeds my clan chief's objectives.
4. I am very sensitive to casualties in my area. I will avoid a fire fight with Americans in this area if I can.
5. See the plan. I am using clan members to divert attention while using darkness to cover my raid of the camp.
6. I intend to avoid confrontation. If I fight the Americans, I risk isolating clan members on the southern side of the bridge.
7. If all goes well, I could feasibly disrupt rival clan's alliance with the Americans. At worst, this plan should plant reasonable doubt in the Americans' mind toward the rival clan.

Scenario 5 Squad TDG

(Links to “Unwanted Guests”: Red Cell TDG)

Home on the Range

Situation

You are the 1st Squad Leader, 3rd Platoon, Fox Company, Battalion Landing Team 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. The MEU has been in country approx 45 days and is assigned the NE sector of the AOR, Nangarhar Province. Recently, your Company has been assigned to the eastern sector of the AO, a sector that includes the main road from Jalalabad to Pakistan through the Khyber Pass. Your company’s tasks include defeating anti-coalition/ insurgent/ Taliban forces, halting illegal flow of arms and explosives, and strengthening local government, police, and army forces. All these tasks are executed in order to increase local stability and promote legitimate economic growth in the AO.

Your company CO assigned your Platoon to the town of Basawul with the specific task of working with Afghan police in support of the BLT anti-insurgency campaign. The area around Basawul is arid, sparsely populated, and poor, with a market square in the town center. Extended families reside in low, single-story dwellings built around a central courtyard. You and your men are quite familiar with these dwellings from your weeks of patrolling and frequent house searches for weapons and contraband.

You command a Marine rifle squad (13 men) mounted in 3 HMMWVs, 2 with ring-mounted M240 machineguns and 1 Afghan police pickup truck. Four Afghan policemen are attached to your squad for this patrol. The mission of your patrol is to interdict any insurgent forces or their supplies transiting your AO and to confiscate any caches of arms or equipment discovered in order to deny this region to the enemy as a sanctuary or supply source. The Platoon has two personnel HMMWVs back at the police station and the Afghan police have 2 more pickup trucks. One CAAT team is approx 10 minutes from the town and serves as a quick react force.

During an uneventful patrol through the local village you notice more than a dozen unarmed, military-age men loitering about. You don’t recall seeing any of them before. Those who meet your gaze give you hard looks. You notice that the general store has sold out their small stock of canned goods. Per the patrol route, you drive by a circuitous route to a residence 4 kilometers east of town reputed to be the family home of a popular insurgent chief your battalion has long been after.

You halt your HMMWVs away from the residence and you assign 1st fire team to advance with two of the policemen in the pickup truck to observe the house. You are able to observe through binoculars the team drive up the south side of a mountain, dismount, then ascend the mountain to observe the home. Approximately 5 minutes after they crest the ridgeline and you cannot observe them, your radio operator hands you the radio, “First fire team.”

You receive the report: “There’s an unfamiliar pickup truck and a van parked in the courtyard. There’s an older man butchering a sheep in the front yard. Afghan police officer states that he believes the activities in the courtyard are preparation for a celebration.” You hand the Afghan police officer the radio and he talks to the Afghan police officer with 1st fire team. He then looks at you, shrugs his shoulders, and says in his broken English, “Something will happen, maybe tomorrow, maybe the next day.” He indicates the clear sky and says, “Tonight is a good night

for a fight,” and smiles. You look at your watch and notice sunset is in 80 minutes and the patrol is due back in 60 minutes.

What now?

Requirement

In a time limit of 20 minutes, indicate what actions you will take, issue your orders to your team leaders, report to your platoon commander, and recommendations on support you need from him to accomplish the mission.





TDG based on TDG 5-04 “Home on the Range” by Paul Turnan printed in the Marine Corps Gazette.

Imagery provided by Google Earth.

Issues for Consideration

1. What do you believe will happen in this area over the next 4 hours and 24 hours that will impact the Platoon’s mission?
2. What do you want to make happen?
3. How do your actions, orders, and recommendations do this? What is the task and purpose of the local police force, if anything?
4. Do your actions and their probable results escalate or de-escalate violence in your AO?
5. Do you want to kill or capture possible opponents?
6. What considerations do you give to injury of non-combatants and damage to local property (collateral damage)?
7. Assuming your actions result in a fight and victory over insurgent forces, what actions do you take with regard to:
 - Dead & injured enemy combatants?

- Dead & injured non-combatants?

8. Based on your actions in question 7, what do you expect civilian response will be to collateral damage:

- At conclusion of fighting, while you are in the area?
- Within an hour after you leave?
- At the end of the day?
- At the end of the week?

9. Based on your actions in question 7, what is the expected enemy response to collateral damage:

- At conclusion of fighting, while you are in the area?
- Within an hour after you leave?
- At the end of the day?
- At the end of the week?

10. What actions can you and the BLT take to counter and exploit enemy and civilian responses to collateral damage:

- While you are in the area?
- After you return to base?
- When you subsequently patrol in the area?

11. What actions can you the BLT, and local forces take to defeat enemy motivation to attack:

- While in the area?
- After you return to base?
- Over the next week?

Possible Solution to “Home on the Range”

You don't know what is going on in the courtyard, but you think it is possible the insurgent chief you want to capture might be coming for a visit. You order 1st fireteam, “Remain on the mountain and keep the courtyard under observation until you are ordered to do otherwise. We need to know if someone important arrives there. I will arrange a covert resupply to your position during the night.”

You radio your platoon commander, explain the situation and your decision, and say to him, “It's almost certain that the people in the courtyard know of our presence, including 1st fireteam's position on the mountain. They will probably try to let the guy we want to capture know we are here, so he doesn't come. I suggest you pay a local resident, maybe one of the Afghan police, to follow any vehicle leaving the compound. The tail should be

disguised, including his vehicle. When he sees the messenger go in someplace, he can let us know by cell phone and battalion can surround the place and maybe capture the guy we want.”

Your platoon commander replies, “Good work. That’s thinking up, which is what the Corps wants. I’ll do as you suggest and call battalion and clue them in on the plan. They will have to take over when and if the tail reports in.”

Scenario 5 Red Cell TDG

(Links to “Home on the Range”: Squad TDG)

Unwanted Guests

Situation

You are Ahmed al Aba. You have been the patriarch of your extended family in Basawal for over 30 years. Your extended family is of the Wakhi tribe and your family interests are primarily in farming and trade. Over the past several years, you have watched the Taliban leave to Pakistan through the Khyber Pass, Americans move in, leave, Taliban return, Europeans come and go, and now the Americans have returned. During this time, you have noticed other tribes and families ally themselves with the foreigners, installing themselves in government and army positions then stealing from the people they should be protecting. Your family has not benefited from the occupation and has suffered in confrontations with the local “army” and “police” force who are primarily members of the majority Pashtun and city dwelling Tajik tribes. You have regained some of your family’s prominence by hosting and moving weapons and people from Pakistan into Jalalabad. While you do not have strong passions toward this “insurgent” faction, they at least let your family live in peace according to your customs and traditions and provide you with some means to resist the corrupt police and army in your area.

Over the past month, the Americans have been supporting local Pashtun and Tajik tribes as they seek to consolidate power over the region. To further this gain, the Americans have been training the local police force. While this has had the desired effect of making them less corrupt (they cannot charge bribes in front of the Americans), it has also given them more power to attack other family and tribe strongholds, usurping power in the area.

In response to this, you called the leaders of three of the families in the area with the idea of diverting some Taliban fighters flowing through your area from Jalalabad into the town of Basawul in order to attack the local police and remind them who is boss. The patriarchs agreed to your idea and three of you arranged a home and weapons for the fighters in Basawul.

Fifteen fighters arrived yesterday and you met with their Taliban leader who agreed to do what you asked. In the Afghan tradition, the night before the first attacks in Basawul, the fighters, the family heads and several members of your family have come to your house to celebrate the coming venture.

Just before sunset, as you are readying to sit and eat, you see your son Ustad talking excitedly on his cell phone. He hangs up, walks over to you in defiance of good manners and whispers in your ear, “Father, my friend told me there are some, maybe four, American armored vehicles with an Afghan police vehicle perhaps 1 kilometer southwest of here along the City Center Road.” You look around and realize that you have 15 Taliban fighters, the heads of three families, two fighting aged sons each, each family has 4 women and children who have not learned to fight, 20 AK-47s with 2 magazines each, 6 grenades, and 1 RPG with 4 rockets in your home. You think and remember your pickup truck and van are inside the compound. You close your eyes, gather your thoughts, and walk over to the heads of the three families and the Taliban leader.

What do you say?

Requirement

In a time limit of 20 minutes, indicate what actions you will take, what your intent is, and what actions the family heads and Taliban leader must take tonight.





Imagery provided by Google Earth.

Issues for Consideration

1. Do you face a threat or an opportunity? Explain.
2. What (and when) do you believe the Americans and Afghan police will do tonight?
3. What is your intent for your actions?
4. How do your actions and orders meet your intent?
5. Can you ambush the Americans? If so, how?
6. What do you consider mission success?
7. How sensitive are you to:
 - Casualties among your family?
 - Casualties among the Taliban?
 - Casualties among the other family members?
 - Damage to your property?

8. Do your actions force the Americans to fight? If so, what are the possible repercussions of a fight with the Americans?

9. If you chose not to attack the Americans, what other methods could you use to neutralize them?

Possible Solution to “Unwanted Guests”

“My friends, the Americans are here, in vehicles on the main road just a kilometer away. They must be observing us. We cannot fight here. They will call in aircraft and kill all of us, including our women and children. They will bomb and destroy my home.”

“I will take our women and children in the vehicles here in the compound up the road toward the Americans. That will keep them busy for a while. As soon as darkness falls, our Taliban guests should find refuge in the mountains. My son Ustad will serve as a guide for you. He knows all the paths and hiding places.”

“We will still do the operation we have planned. We just have to wait a few days until the Americans leave our town. Remember, we have time. Our target is the local police. We will just wait until they are alone, without Americans to protect them.”

Scenario 6 Squad TDG 1

(Links to “Trouble at the VCP”: Squad TDG)

(Links to “Rabblersusers”: Squad TDG)

(Links to “Return to Rahadnak”: Red Cell TDG)

Reseeding the Poppy Fields

Situation

You are the squad leader, 1st Squad, 3rd Plt, Golf Company, BLT 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country approx 2 months and have been assigned to the NE sector of the AOR, Nangarhar Province. Last month Golf Company engaged sizable needihajum forces under Sher Dil during a cordon and search operation within the valley. Golf Company was able to disrupt arms trafficking via the valley, however small pockets of resistance continue to slip through the valley (squad-sized, Soviet small arms, RPK/RPG). Some of the platoon CPs have received inaccurate 82mm mortar fire in the last week. Additionally, Golf Company’s actions last month resulted in significant collateral damage to local poppy fields. Several houses within Ada Atah were damaged by RPG fire, and the sole pump in the village center was crushed under the weight of the Company’s AAVs. Unequal distribution of solatia payments (appearing to favor Kushtuz farmers in Ada over the minority Nuristani) have led to increased theft and violence against the Kushtuz by Nuristani tribesmen. The company CP is located 25 miles southwest and the CO has deployed his platoons throughout the valley to provide security for NGOs, conduct security patrols, and support Human Exploitation Teams (HET) in answering company RFIs about the local leaders, population, atmosphere, etc.

Your squad is dismounted and is tasked with providing security for two NGOs (World Agro Fund and Healthwatch) operating in Ada Atah, a small Nuristani village 2km NE of Ada in the Rahadnak Valley. You have one of the company’s high-back HMMWVs (damaged by an APERS mine), with lumber, steel pipes, tools, and five 20 lb. bags of cement. Corporal Vasquez, a steamfitter from Tacoma, Washington, borrowed an oxy-acetylene torch from Motor-T to repair the humvee for the Co Gunny. A four-man combat engineer detachment and a corpsman are attached to your squad. Each fire team carries one AT-4 in addition to their standard combat load. All your personnel have personal role radios (PRRs). You have one PRC 119F that can reach back to your platoon commander’s patrol base. A section of AH-1W Cobras can reinforce Golf Company in 15 minutes. A CASEVAC CH-46 is on 30 minute strip alert.

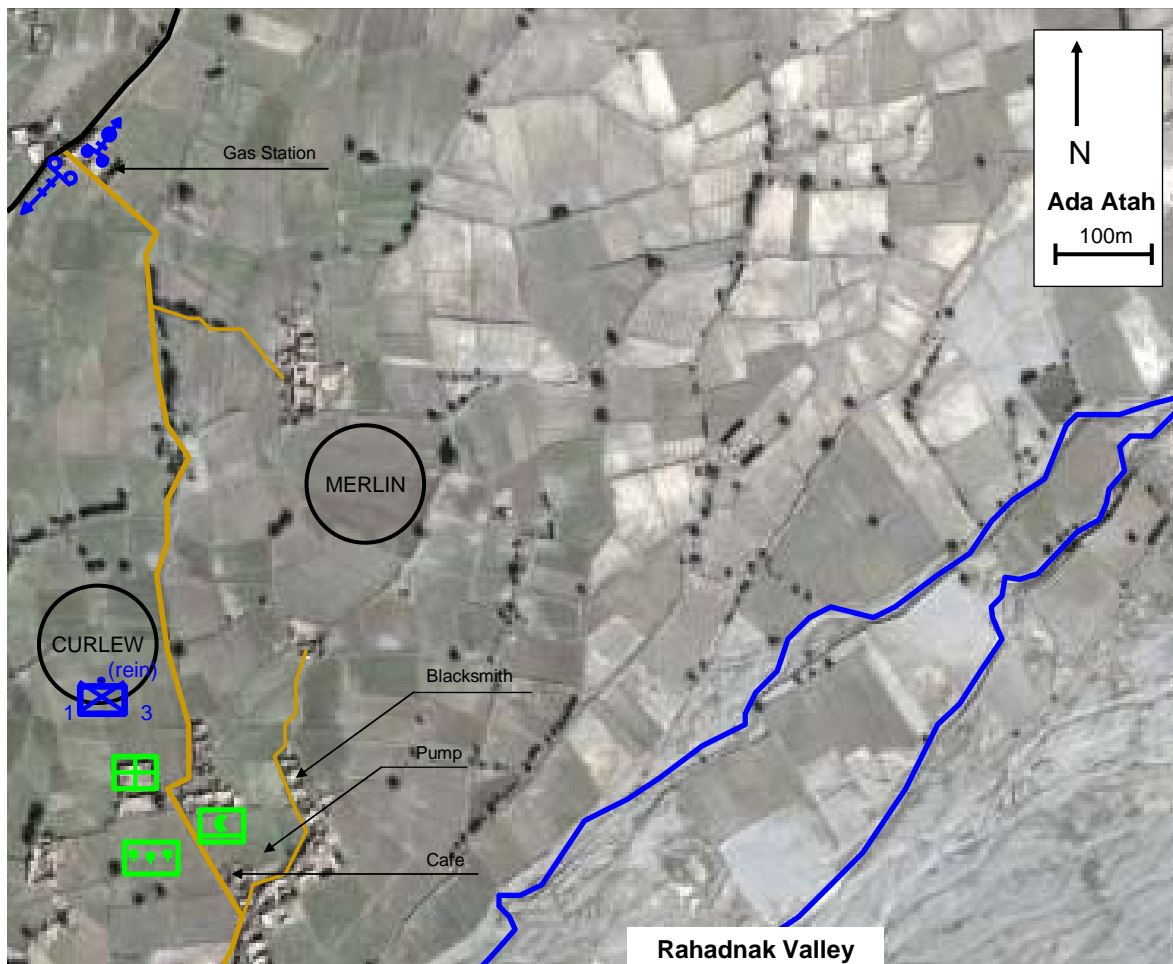
WAF/HF are operating under the auspices of the UN World Food Program and are expected to be in Ada Atah for 96 to 120 hours. They are distributing hybrid corn seed and fertilizers in hopes of replacing the damaged poppy crop, collecting nutritional surveys, and providing MMR inoculations. They have been in the province for about six months and were in Ada and Ada Atah when Golf Company rolled through last month. The WAF/HF reluctantly accepted your squad’s protection for the duration of their mission after it was insisted upon by the UN WFP director. WAF/HF volunteers are of one accord in their perception that Golf Company has caused most of the problems in Ada Atah. Even you admit to yourself that the pump’s shallowly buried water pipe was crushed by a Golf Company AAV and those tracks that plowed across the poppy fields were probably not driven by Taliban.

It is 0800 when your platoon commander and the other two squads load on the CH-53 in LZ Curlew, leaving you with your sixteen Marines, one corpsman, 24 WAF/HF volunteers, and a broken-down humvee that is dragging its brush guard and is missing the driver's side floorboard. There is a HMG section from WPNS Co. conducting a VCP along the MSR about 400m north of the LZ. By 0830 there are about 70 locals (men, women, and children) in the village center, lining up near the NGOs. You remember Ada and Ada Atah from last month's operations. The village is about 200m in diameter, a ring of one story houses and stables around a village green. There is a blacksmith shop and a café with a few tables. About 400m to the north is a gas station on the MSR and several outlying farms to the NNE.

What now, Sergeant?

Requirement

Given assets available and in a time limit of 10 minutes, issue your verbal orders to your element leaders and any reports to higher. What are you doing after your orders are issued?



Imagery provided by Google Earth.

Issues for Consideration

1. Should you do anything?
2. What is the intent of the U. S. mission in Afghanistan? What might you do to support that intent?
3. What might your company commander do in your situation? Your battalion commander? What does that mean for you?
4. How might your potential actions play out at the physical level? The mental level? The moral level? Which of these is most important?
5. How important are the NGOs to the U. S. mission in Afghanistan? Could you do something that might change their opinion of U. S. Marines?

Possible Solution to “Reseeding the Poppy Fields,” Number 1

“OK men, there’s no reason for us to just sit around here catching flies. We’ve got some gear and four engineers. Let’s fix these folk’s water pump. After all, we broke it. Engineers, figure out how many of my squad’s men you need to do the job and get it done today. I only need one fireteam to maintain security, especially since we’ve got a HMG section just up the road.”

Possible Solution to “Reseeding the Poppy Fields,” Number 2

“Remember that we are here to help the villagers in any way possible. 1st fireteam, you will provide security for the WAF, 2nd fireteam, you will provide security for the HF. The engineers will fix the pump and 3d fireteam will provide security for them while this is going on. I’ll decide if and when we will fix the HMMWV. It shouldn’t take long to fix, and frankly, I don’t care too much about it. We can always limp it back to base and fix it there. I want to do as much for these people as possible and demonstrate to them that they are our primary concern while we are here. Doc will assist the HF, if they will let him. If not, we will establish a site where he can treat the sick villagers. I’ll readjust security if I decide to establish this site. I’m going to go try to talk to the local leaders and let them know what we are doing and see if I can find out how else we can help. As we finish projects, we’ll reorganize and move on to other projects. The actions that each of you take while we are here will have a direct impact on our ability to accomplish our mission. Don’t forget that.”

Scenario 6 Squad TDG 2

(Links to “Reseeding the Poppy Fields”: Squad TDG)

(Links to “Rabblers”: Squad TDG)

(Links to “Return to Rahadnak”: Red Cell TDG)

Trouble at the VCP

Situation

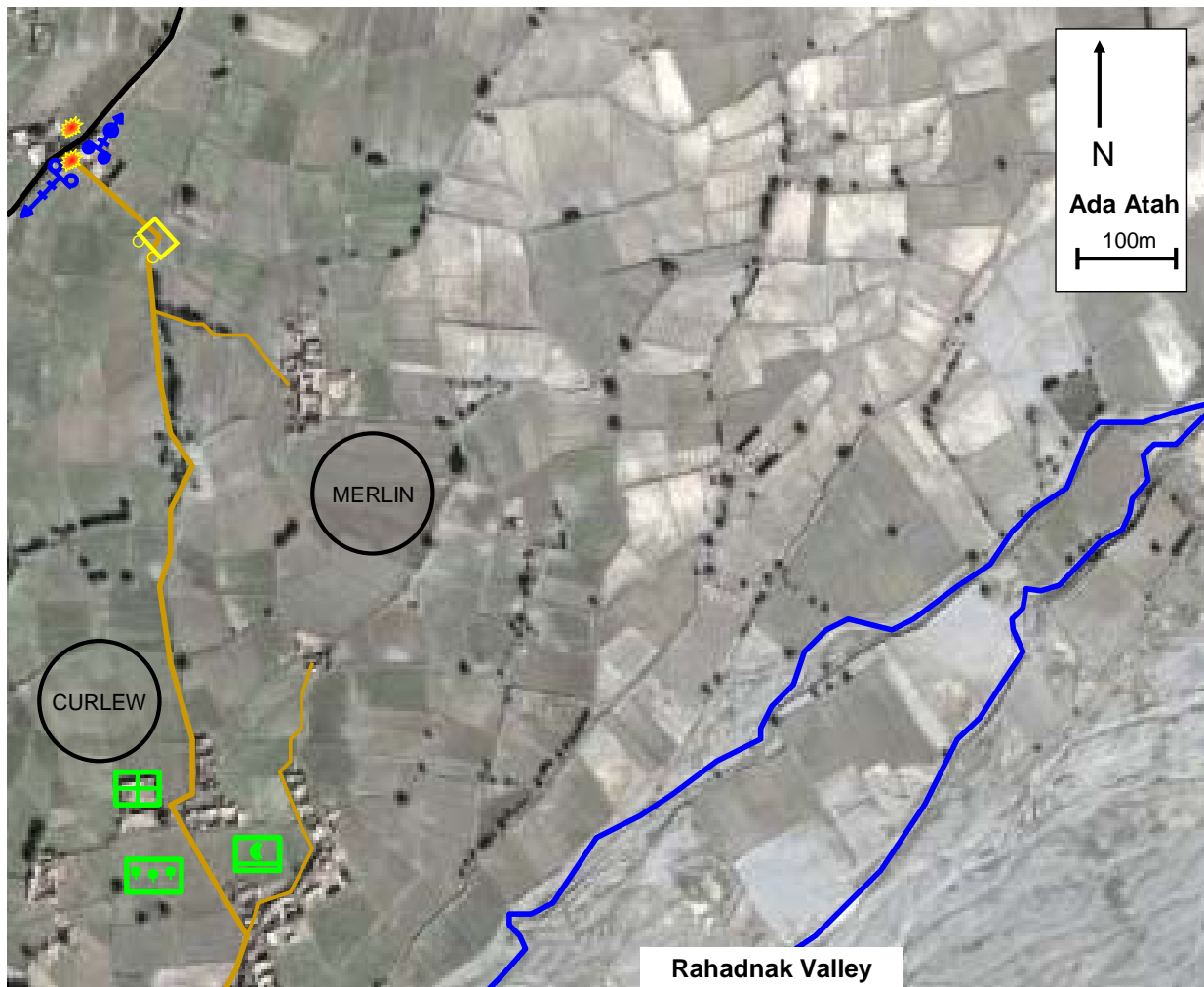
You are the squad leader, 1st Squad, 3rd Plt, Golf Company, BLT 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country approx 2 months and have been assigned to the NE sector of the AOR, Nangarhar Province. Last month Golf Company engaged sizable needihajum forces under Sher Dil during a cordon and search operation within the valley. Golf Company was able to disrupt arms trafficking via the valley, however small pockets of resistance continue to slip through the valley (squad-sized, Soviet small arms, RPK/RPG). Some of the platoon CPs have received inaccurate 82mm mortar fire in the last week. Additionally, Golf Company’s actions last month resulted in significant collateral damage to local poppy fields and goat herds. Several houses and barns within Ada Ateh were damaged, and the sole pump in the village center was crushed under the weight of the company’s AAVs. Unequal distribution of solatia payments (appearing to favor Kushtuz farmers in Ada over the minority Nuristani) have led to increased theft and violence against the Kushtuz by non-aligned Nuristani tribesmen. The company CP is located 25 miles SW and the CO has deployed his platoons throughout the valley to provide security for NGOs, conduct security patrols, and support Human Exploitation Teams (HET) in answering demographic RFIs about the local leaders, population, atmosphere, etc.

It is 1030 and your squad has been at work in Ada Ateh for about an hour and a half. You have been in radio contact with your platoon commander and the VCP. The VCP is closing up shop and is about to push out to continue patrolling along the MSR. Its about time, you believe, they’re just a target there. In the street in front of you children kick around a soccer ball one of your Marines produced out of his pack earlier in the morning. You can hear music from the flutes of shepherds who are intermingled with the growing crowd of locals at the seed distribution center and the building housing the health workers. As you clip the handset back to your flak vest you hear the dull thud of two mortar rounds to the north and look up to see a brown pickup truck tear off the MSR into a poppy field, heading south. Your radio crackles to life with the voice of one of the HMG corporals up at the VCP, “Orphan 1-3 this is Thor 1, brown pickup with four Afghans heading south along the dirt road.” One of the HMG humvees wheels around to the south in the poppyfield west of the dirt road and stops. Its gunner traverses the .50 cal and fires a six round burst over the pickup that impacts about 100m short of the creek bed. The brown pickup jumps onto the north/south dirt road and continues south at about 40 kph. You have about twenty seconds until that pickup makes it to Ada Ateh.

.What now, Sergeant?

Requirement

Given the deployment and current activities of your squad and in a time limit of 5 seconds, issue your verbal orders to your element leaders and any reports to higher. What are you doing after your orders are issued?



Imagery provided by Google Earth.

Issues for Consideration

1. Do you engage the pickup truck? Did the truck's occupants commit a hostile act/show hostile intent? How does the indirect fire play into your decision? Do your actions change if the passenger points an AK-47 straight in the air out of the window. What if the passenger fires the AK-47 back at the HMG section?
2. What do you tell the HMG section to do, if anything?
3. Do your actions and their probable results escalate or de-escalate violence in your AO?
4. What do you expect the enemy to do as a result of your orders? How do your orders exploit the enemy's response?
5. How do you expect the NGOs to react to the actions of your squad?

6. What do you expect civilian reaction/sentiments to be to the collateral damage and/or the actions of your squad?

- Within two hours after you have arrived?
- At the end of the day?
- At the end of the week?

7. What is the expected enemy response to collateral damage and/or the actions of your squad:

- Within an hour after you leave?
- At the end of the day?
- At the end of the week?

8. What actions can you and the BLT take to counter and exploit enemy and civilian responses to collateral damage:

- While you are in the area?
- After you return to base?

9. What actions can you, the Company, and the BLT take to deter future enemy activity in this area:

- While in the area?
- After you return to base?
- During subsequent patrols of the area?

Possible Solution to “Trouble at the VCP”

“Stop that pickup before it gets to the center of town and hits people or blows up! Shoot at the tires and the engine! Try not to hit the occupants because they may be friendlies!”

Scenario 6 Squad TDG 3

(Links to “Reseeding the Poppy Fields”: Squad TDG)

(Links to “Trouble at the VCP”: Squad TDG)

(Links to “Return to Rahadnak”: Red Cell TDG)

Rabblers

Situation

You are the squad leader, 1st Squad, 3rd Plt, Golf Company, BLT 2/1. Recently, the MEU was sent to Jalalabad, Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country approx 2 months and have been assigned to the NE sector of the AOR, Nangarhar Province. Last month Golf Company engaged sizable needihajum forces under Sher Dil during a cordon and search operation within the valley. Golf Company was able to disrupt arms trafficking via the valley, however small pockets of resistance continue to slip through the valley (squad-sized, Soviet small arms, RPK/RPG). Some of the platoon CPs have received inaccurate 82mm mortar fire in the last week. Additionally, Golf Company’s actions last month resulted in significant collateral damage to local poppy fields and goat herds. Several houses and barns within Ada Ateh were damaged, and the sole pump in the village center was crushed under the weight of the Company’s AAVs. Unequal distribution of solatia payments (appearing to favor Kushtuz farmers in Ada over the minority Nuristani) have led to increased theft and violence against the Kushtuz by non-aligned Nuristani tribesmen. The company CP is located 25 miles SW and the CO has deployed his platoons throughout the valley to provide security for NGOs, conduct security patrols, and support Human Exploitation Teams (HET) in answering demographic RFIs about the local leaders, population, atmosphere, etc.

It is about 1830 now after three days in Ada Ateh. The villagers are beginning to be less skittish around your Marines and even the WAF/HF are less irritable. As you head under the cover of an awning by a stable, you hear Cpl. Clark’s voice over your ISR, “Boss, this is Echo 4 Charlie. I’ve got two males in man-dresses checking out the village from the farm 300 m to the north. They were out there this morning, but they’re back with binoculars now.”

“Roger, Charlie.”, you release the handset, but something has changed in Ada Ateh. The village is still packed. There is a hum, a murmur underneath the noise of the crowd. Then you notice the soccer ball lying still in the middle of the road. The flutes of the shepherds aren’t playing. There are no children. A WAF volunteer sprints from the pile of seed to the medical center. As she does, a rifle cracks over the noise of the crowd. A gunman with an AK stands behind a donkey cart and tries to incite the crowd, “...bey-baies...paida-warunah...bon-sattunah!”

A rock is hurled from the crowd and strikes the wall next to you. Seconds before the roof above you explodes you see an RPG skip off the top of the pile of seed bags directly across the village.

The chatter of machine-gun fire comes from the farm to the north.

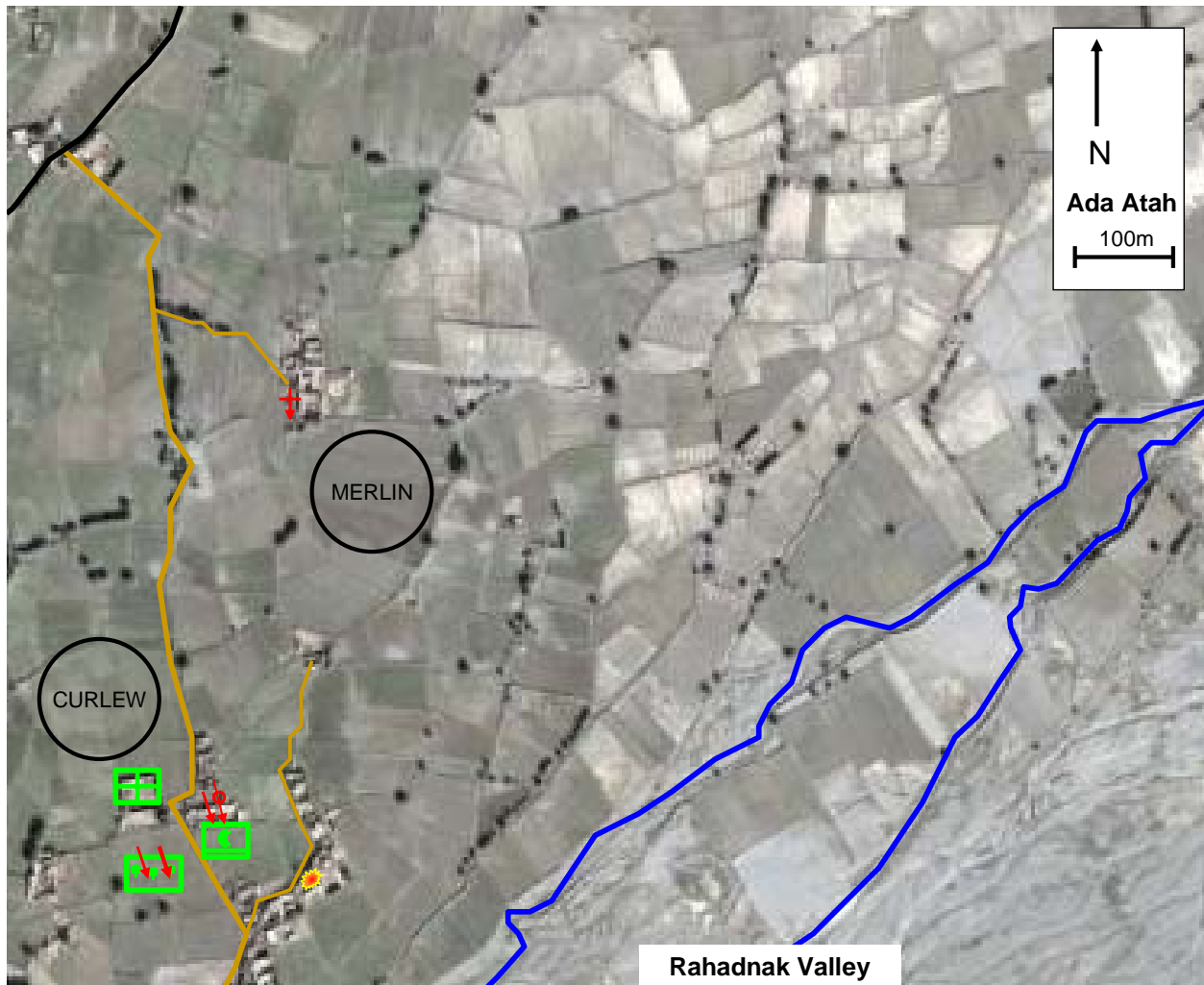
Your radio squeals as your fire team leaders talk over one another, “Boss, Williams is hit bad. He needs CASEVAC!”

As soon as you look over to Cpl Clark’s position, a teenage boy from the village runs across your path with an AK-47. He is one meter ahead of you and doesn’t see you.

What now, Sergeant?

Requirement

Given the deployment and current activities of your squad and in a time limit of 5 minutes, issue your verbal orders to your element leaders and any reports to higher. What are you doing after your orders are issued?



Imagery provided by Google Earth.

Issues for Consideration

1. What are your priorities? The CASEVAC? The Machine gun? The RPG? The boy?
2. What do you want to make happen in the next 60 seconds?
3. What can you make happen in the next five minutes?
4. Do your actions and their probable results escalate or de-escalate violence in your AO?
5. Do you want to kill or capture possible opponents?
6. What considerations do you give to injury to non-combatants and damage to local property (collateral damage)?

7. How much collateral damage to you anticipate as a result of your actions?
8. Assuming your actions results in a fight and victory over insurgent forces, what actions do you take with regard to:
- Dead & injured enemy combatants?
 - Dead & injured non-combatants?
9. Based on your actions in question 7, what do you expect civilian/NGO response will be to collateral damage:
- At conclusion of fighting, while you are in the area?
 - Within an hour after you leave?
 - At the end of the day?
 - At the end of the week?
10. Based on your actions in question 7, what is the expected enemy response to collateral damage:
- At conclusion of fighting, while you are in the area?
 - Within an hour after you leave?
 - At the end of the day?
 - At the end of the week?
11. What actions can you and the BLT take to counter and exploit enemy and civilian responses to collateral damage:
- While you are in the area?
 - After you return to base?
 - When you subsequently patrol in the area?
12. What actions can you the BLT, and local forces take to defeat enemy motivation to attack:
- While in the area?
 - After you return to base?
 - Over the next week?

Possible Solution to “Rabblersusers”

You grab the boy, push him to the ground and take the AK from him. Using the AK, not your own weapon, you shoot and kill the gunman standing behind the donkey cart who is trying to incite the crowd. Then you fire a burst north, aiming high, with the AK, hoping the enemy will think he has a friendly fire problem.

Using your radio, you tell your other fireteam leaders, “Pull out and regroup south of the village. You’ll have to bring Williams with you.”

You then turn to the Marines who are with you and say, “Come on, we’ve got to get the NGO people out of here. The squad is regrouping south of the village. Take the NGO folks there. We can’t let the enemy capture the women.” You lead your Marines toward the medical center.

Later, after you have led the NGO people south out of the village where your squad can protect them, you call in a CASEVAC. You also call your company commander, explain the situation and say, “Sir, if you can get here or send someone fast with a decent-sized force, you can encircle the village and capture the bad guys. They are still shooting at us and don’t look like they are leaving here any time soon.”

Scenario 6 Red Cell TDG

(Links to “Reseeding the Poppy Fields”: Squad TDG)

Return to Rahadnak

Situation

You are Baz Dagar. You are 45 years old and fought with the mujahedeen when the Soviets came across the mountains. You were running guns for Sher Dil when the Americans roared up the valley in armored vehicles last month, just like the Soviets in '81. You are the fifth son of Dagar and have little chance of becoming the patriarch of your father's Tajik enclave in the northern end of the valley. That's why you decided to help Sher Dil. Since the 1970's the Soviets came and left, then the Taliban, pushed out by the Americans. When the Americans left the Rahadnak, the Taliban came back. Though you are not interested in where the guns are going or whether the Taliban come back, one thing is for certain, working for Sher Dil has given you prestige that being the fifth son of Dagar never could have afforded.

Over the past month, the militia who stood and fought were cut down by the Americans. If God wills it, it is of no importance to you, but the fields were destroyed. An illumination mortar round burnt your uncle's house to the ground. In response to this, you called on some of the younger Tajiks in the north to come down to Aba, where a platoon of Americans has been staying. You have heard that the Nurustanis in Atah are upset with the Americans, who are trying to appease the Kushtuz majority in the province. You sent your nephews to spray paint graffiti in Ada Atah about the godless Americans plowing under the poppies because their masters see opium as competition for American drug dealers. Some Nurustani teenagers you met at the gas station on the Jalalabad Road agree to help you if you can prove you have Sher Dil's blessing. The only problem is that no one has seen him since before the Americans came back last month.

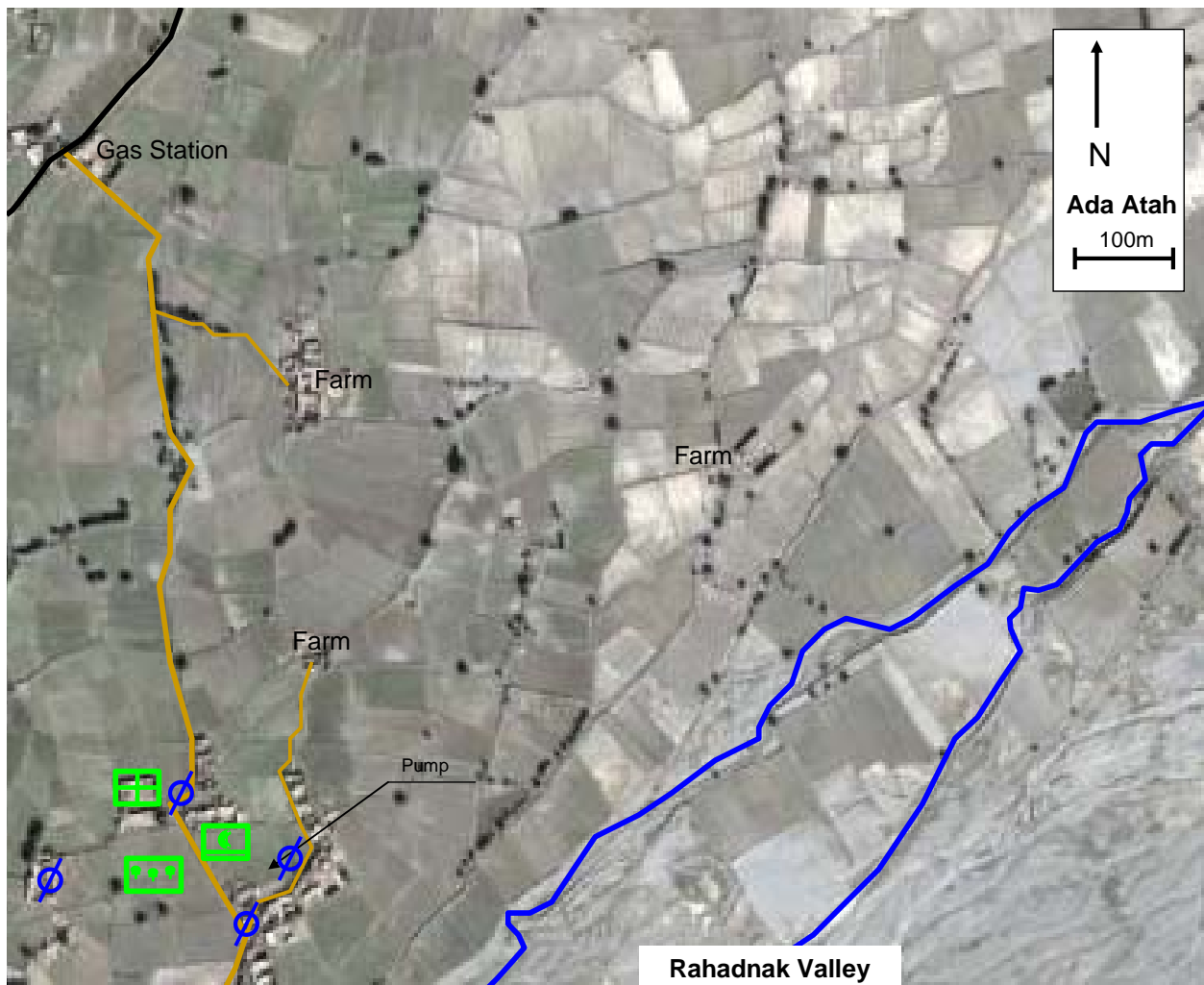
Five fighters arrived yesterday and you met with their Taliban leader who agreed to help you recruit the Nurustani. They will join you, your two sons and four nephews in inciting a riot amongst the Nurustani in Ada Ateh or attacking the Americans. With the five Taliban on your side, perhaps the Nurustani will think Sher Dil sent the fighters and what then will your father think of his fifth son who controls all the guns and poppies that travel through the Rahadnak!

Just before sunset, three days after the squad of Americans landed in their helicopters at Ada Ateh, one of your sons calls on the cell phone. He heard, over a captured Motorola radio, that the Marines are leaving the day after tomorrow at noon. The European aid workers will be leaving too. You have to act tonight. In your pickup truck you have four AK-47s, twenty-two full magazines, one RPG-7 with seven rockets, and one RPK with 400 rounds. It would take all night to dig up the cache up in the mountains. This is all you have, not counting the Taliban. It has to be tomorrow...

What do you say to your family? What do you say to the Taliban fighters?

Requirement

In a time limit of 20 minutes, indicate what actions you will take, what your intent is, and what actions the your sons, nephews and Taliban leader must take tonight.



Imagery provided by Google Earth.

Issues for Consideration

1. Do you face a threat from the Americans or an opportunity? Explain.
2. What do you believe the Americans and will do tonight, tomorrow?
3. What is your intent for your actions?
4. How do your actions and orders meet your intent?
5. Can you trap the Americans? If so, how?
6. What do you consider mission success?
7. How sensitive are you to:
 - Casualties among your family?
 - Casualties among the Taliban?

- Casualties among the Nurustani villagers?
- Damage to the village?

8. Do your actions force the Americans to fight? If so, what are the possible repercussions of a fight with the Americans?

9. If you chose not to attack the Americans, what other methods could you use to neutralize them?

Possible Solution to “Return to Rahadnak”

“My friends, my brothers, we have learned that the Americans and the Europeans will leave the day after tomorrow. If we are to do our duty and fight them, we must attack tomorrow. Here is my plan. The Americans are usually scattered around the village in three small groups. The Europeans, some of whom are women with bare heads, stay in the village center. Our Taliban friends will come from north of the village, killing any Americans they find there. I will cause a disturbance in the village center as soon as I hear gunfire to the north. I and my family members will use the confusion to try and capture the Europeans. Their countries will pay well for their release, and we will enjoy their prostitutes in the meantime.

“Our plan depends on separating the American soldiers and the Europeans. We will try to kill any American soldiers in the village once we have captured the Europeans, but we need our Taliban friends to get into the village as quickly as possible to help us. I and my sons and nephews are not enough to defeat the Americans alone. God willing, the shooting will draw all the Americans into the village where we can kill them all.”

Scenario 7 Company TDG

Diesel Dilemma

Situation

You are the Commanding Officer, Fox Company, Battalion Landing Team 2/1, 11th MEU. The MEU was sent to Nangarhar Province (capital city: Jalalabad), Afghanistan in support of NATO forces during OPERATION ENDURING FREEDOM. You have been in country almost 3 months now. Approximately 45 days ago, your company was assigned to the eastern sector of the AO, a sector that includes the main road from Jalalabad to Pakistan through the Khyber Pass. Your company's tasks include defeating anti-coalition/ insurgent/ Taliban forces, halting illegal flow of arms and explosives, and strengthening local government, police, and army forces. All these tasks are executed in order to increase local stability and promote legitimate economic growth in the AO.

You decided to assign one platoon to work with the Basawul Police and one platoon to work with Hazar Police. The 3rd platoon in your company is assigned as a quick react force in Hazar. The weapons platoon is currently reinforcing your maneuver platoons and the BLT has provided one CAAT team as the Basawul QRF, OPCON to you. Company mortars are in GS of the Company, currently with you at your headquarters in Basawul.

Over the last 45 days, your company has been very successful in deterring insurgent activity in your AO and your platoon commanders report success in building the professionalism and tactical proficiency of the Afghan police force in these two cities. Approximately 2 days ago, demonstrations in the town of Hazar resulted in several injuries to civilians and local police forces as well as the seizure of local fuel trucks which were recovered 6 hours later minus the fuel they were carrying.

Yesterday you completed movement of company CP to the town of Hazar and temporarily reassigned the CAAT team to Hazar as a company reserve. You then ordered security patrols and a curfew in coordination with the Afghan Police. While order is being restored several tribal leaders of both the Qizilbash and Pashtun tribes have accused police and military forces of stealing fuel from local vendors. Local police (a mix of Tajik and Pashtun tribes) did not deny this, stating that their vehicles need fuel, the government will not provide it, and they will pay for what they have taken when the funds become available.

What now?

Requirement

In a time limit of 20 minutes, issue your orders to your subordinate units, actions you will take, and what reports, recommendations, and requests for support you will give to Battalion.

Issues for Consideration

1. What do you believe is the BLT or MEU intent for this area?
2. How do your actions and orders support this intent?
3. What is the focus of effort for your company in this situation?
4. What is your priority in this situation? What do you think is the civilian priority in this situation?

5. How do you employ the local police force?
6. What actions do you take to defeat civilian motivation to riot:
 - While in the area?
 - After you move your CP back to Basawul and return CAAT to Basawul?
 - Over the next month?
7. How can information operations support your actions to defeat civilian motivation to further resist?

Possible Solution to “Diesel Dilemma”

I would order my Marines to prevent the police from seizing fuel from the locals, but not to use force while doing so. If the police make any attempts to steal fuel (or anything else, for that matter), I am to be notified of the details immediately so that I can address it with the chief of police.

I will inform the chief of police of my orders to my Marines and let him know that the support that I provide, regardless of what it is, is dependent upon the actions of his policemen and that their actions may cause me to reevaluate my assistance.

1. What do you believe is the BLT or MEU intent for this area?

The BLT or MEU commander can have only one goal for my area of operations: improvement to the point that Marines are no longer necessary. This is extremely broad, but encompasses the wide array of tasks my Marines will be called upon to perform.

2. How do your actions and orders support this intent?

One of the elements that has to improve in Hazar is that the local populace must trust that the police is going to protect them. This will lead to tips, for example, and to an improved security situation, which will permit many other improvements. The relationship between the police and the local populace is crucial and in this instance is in danger of being permanently damaged. Local leaders and people must see the police as allies, not as thieves or as potential predators.

3. What is the focus of effort for your company in this situation?

The focus of effort for the company is the same as it would have been before this incident: training local security forces. Only when local security forces are capable of conducting themselves without Marine assistance or oversight will we be able to withdraw.

4. What is your priority in this situation? What do you think is the civilian priority in this situation?

My priority is to bring the local leaders and people closer to the police and to improve the relationship that exists between them. Local leaders may simply want to prevent their fuel from being stolen or they may have tribal motivations as well. I need to attempt to understand the motivations (both surface and unspoken) as fully as possible as I work through the problem if there is to be any hope of succeeding in my goals.

5. How do you employ the local police force?

If we are currently conducting joint patrols with the police, I may need to examine who is going with them and let this happen. If the police are conducting patrols independently, this may be another source of leverage against the police chief. I may be able to threaten that we will take a step back to joint patrols if his policemen demonstrate a disregard for the laws they are supposed to uphold. This will depend upon my feel for the situation.

6. What actions do you take to defeat civilian motivation to riot:

a) While in the area? I will call a meeting between local leaders and the police chief to discuss the incident.

b) After you move your CP back to Basawul and return CAAT to Basawul? I will discuss the matter in some detail with the platoon commander that will remain on-scene. I will ensure that he knows what options are available to him if he needs to demonstrate his resolve and what incentives are permissible for continued progress.

c) Over the next month? I will continue to watch the situation and probably make more frequent visits to Hazar, but I have to trust my platoon commander on-scene to deal with the situation appropriately. Part of this will be the detailed discussions we will have before I leave Hazar. There is no way for me to make sure that he knows exactly what I want done in every situation, so the goal is to ensure that I develop in him an understanding of my goals.

7. How can information operations support your actions to defeat civilian motivation to further resist?

I would ensure that copies of the pictures of local leaders meeting with the police chief were put up in public places and I would ensure that every success got widest dissemination through every means at my disposal. I would also work very hard to prevent negative incidents and mitigate their effects should they occur. Making the most of these opportunities can help me influence local citizens to believe that the police are trustworthy and will take care of them and that any wrong-doing will not be tolerated.

Scenario 8 Battalion TDG

The Debrief

Situation

You were the 11th MEU S-3A but have been re-assigned as the team leader of an advisor/liason team assigned to 15th Afghan Infantry Battalion. Approximately 4 months ago, the MEU was sent to Jalalabad, Afghanistan, in support of NATO forces during OPERATION ENDURING FREEDOM. The 15th Afghan Battalion completed basic training prior to your arrival. At this point in their training, they can conduct limited independent operations at the company level and often require coalition assistance for vehicle maintenance, logistics planning, and operational planning. The 15th Battalion's AO is a stretch of land between Jalalabad and Kabul, the regional home of the 15th. Their primary mission has been interdiction of Taliban and insurgent weapons and personnel between Kabul and Jalalabad.

Last night 2nd Company conducted a night ambush of an insurgent convoy. You were in Kabul with the battalion commander coordinating a re-supply and maintenance budget for the battalion's vehicles. You assigned your staff sergeant who is a subject matter expert in helo operations to observe the company's ambush, a mission he had done before. The 2nd Company has a small arms capability similar to a Marine rifle company; however, their communications and night vision equipment are limited. The following morning, the 2nd Company returned to the battalion HQ riding in what you suspect are captured vehicles. You attend the company commander's debrief to his battalion commander and members of his staff.

Following are the company commander's comments:

"My rifle company, with two medium machine gun teams and two assault teams attached (rocket propelled grenades), was ordered to conduct a night ambush on a known enemy supply route. As the company commander, I had a night vision monocular. We did bring trip flares and six antitank mines along with several antipersonnel pressure mines. Our communications net enabled me to speak with my battalion headquarters and locally to each platoon leader.

"Intelligence reports indicated that enemy supplies are transported by trucks with the occasional armed jeep or light armored car acting as an escort. The trucks generally have an infantry platoon minus as local security as well. Convoys are six to eight vehicles long.

"The company was dropped off by helicopters (provided by MEU ACE) at landing zone (LZ) Bravo at 0135, some 5 kilometers from the ambush site. The terrain was mountainous, with rocky outcroppings and low scrub. Nighttime temperatures were near or below freezing. The unit marched in column, keeping to a contour level below the crest, to the ambush site. Once there, a platoon conducted a reconnaissance and then we assumed the fighting positions as outlined on this map. We kept radio talk to a minimum using runners or chemical light signals when able. While it was still dark, the enemy convoy approached from the village as anticipated. No jeeps or armored cars were visible from my position.

"The convoy entered the kill zone, and the company opened fire with the headquarters initiating the ambush. The enemy was hard pressed to react, but some of the infantry managed to return fire aided by a heavy machinegun (HMG) from a jeep in the middle of the convoy, but then they were overwhelmed. We suffered only four lightly wounded, one seriously, and one killed in action.

After hearing the last sentence you glance over at your staff sergeant, who smiles and nods. This is your signal that he did not know that the mines were left in place. He also tilted his head slightly, an indication that the company commander is telling the truth as far as he could observe.

Requirement

Imagery provided by Google Earth.

Issues for Consideration

1. Would you critique the mission in front of the battalion commander, pull the company commander aside, or a combination? Why?
2. In regards to the minefield, what is your team's responsibility in this matter?
3. What are some ways that the Afghan Battalion can defeat the Kajura population's will to resist government rule?
4. Will the actions of 2nd Company help defeat the enemy resolve? Explain.
5. Do the actions of 2nd Company further the objectives of the MEU Commander? Explain.
6. What do you do if you find out the convoy 2nd Company ambushed was local militia vice Taliban or Al Qaeda?

Possible Solution to "The Debrief"

1. Would you critique the mission in front of the battalion commander, pull the company commander aside or a combination? Why?

I would conduct the public debrief with the battalion commander very carefully. I would not say anything that would embarrass either the battalion or company commanders. In private, I would discuss with the battalion commander some of my questions about the ambush. How I would proceed would depend totally on the nature of our relationship. The closer we are, the more open I could be. I would have my advisor to the company commander have a similar discussion with the company commander after he and I had ensured that we had determined the important lessons that needed to be brought out. The Afghans are very proud of their ability as warriors. I want to be very careful about offending them, as this could ultimately limit my effectiveness as an advisor, especially if I have not been in the job long or have not developed a rapport with my counterpart.

2. In regards to the minefield, what is your team's responsibility in this matter?

We need to make sure that we know exactly where it is and that this information gets to our higher and adjacent units, both through the Afghan chain and through the advisor chain. If we think it needs to be cleared, we need to arrange for engineers to come out and clear it.

3. What are some ways that the Afghan Battalion can defeat the Kajura population's will to resist government rule?

First, demonstrate that they are going to protect the population. This is the primary role of military forces in a counterinsurgency, but certainly not the only role military forces will play.

4. Will the actions of 2d Company help defeat the enemy's resolve? Explain?

If the individuals that were caught in the ambush were actually hard-core enemy soldiers, it may help. If they were simply local militia that were providing security because the Afghan Battalion could not or would not, then we have only made more enemies. While it may be necessary to fight the enemy when they get in your way, the requirement for such engagements should be considered a barometer of success or failure in winning the support of the population. Fewer firefights is better in the long run.

5. Do the actions of 2d Company further the objectives of the MEU Commander? Explain.

Perhaps or perhaps not. If the element caught in the ambush were hard-core fighters that could not be turned to our side or captured and taken out of the fight, then the only option remaining is to kill them. If they are not enemies or of wavering loyalty, it is best to capture or attempt to win them over to our side. Killing them only hardens the resolve of those who survive and creates angry relatives with a stake in our ultimate failure.

6. What do you do if you find out the convoy 2d Company ambushed was local militia vice Taliban or Al Qaeda?

I would call for a meeting between the battalion and company commander and the local leaders involved. I would attempt to have the battalion and company commanders make restitution to the locals in whatever manner was acceptable to them in order to avoid a blood feud or fighting between the army and the locals they are supposed to protect. I would attempt to use the incident to forge ties between the army and the locals, if possible. I would also report the facts of the incident to my higher headquarters as well as the actions I am taking to address the situation.

Scenario 9 Platoon TDG

3rd Platoon's Pickle

Situation

You are the platoon commander of 3rd Platoon, F Company, BLT 2/1. For the past month, after successful operations in Nangarhar Province, your company has been deployed to the province of Paktika, located in southeastern Afghanistan on the border with Pakistan. Your company is stationed in the village of Kaca Gheriza.

Because of its proximity to the border, Kaca Gheriza served as a supply base and way station for anti-government forces coming from Pakistan, and was only recently “liberated” from the Taliban and Al Qaeda. The arrival of Marine units in the area has caused little decrease in the number of insurgents and the amount of supplies moving across the border. In fact, recent intelligence suggests that anti-government traffic has increased dramatically, perhaps in preparation of an offensive.

Your company has been charged with protecting the inhabitants of Kaca Gheriza and the infrastructure building program taking place there. Because of its remote location and the frequent abduction of aid workers, construction in Paktika province has progressed at a snail’s pace. In addition, your company has been tasked with conducting joint security operations with a locally stationed Afghan National Army infantry company. Consisting of three light infantry platoons, the Afghan company is highly motivated but knows only the most rudimentary skills of soldiering, and except for its Soviet-era weapons, the company is poorly equipped—no Afghani soldiers have body armor or night-vision devices.

All has been relatively quiet in vicinity of Kaca Gheriza for the past few days. Your sister companies, however, have not been afforded the same luxury. Conducting similar missions in villages spread throughout the area, they have been attacked by platoon-sized elements of anti-government forces almost nightly. These attacks have been ill-coordinated and costly to the enemy. Marine casualties have been few.

Today had been another uneventful day, until your company commander approached you with new orders around 1700hrs. “Lieutenant, we just received word from higher—a UAV patrolling the border roughly an hour from here is tracking a convoy of eight vehicles, mostly pickups, moving into Paktika province. Intel says those trucks might be carrying crew-served weapons and possibly Al Qaeda leaders responsible for operations in the province. Higher wants prisoners, and failing that, dead terrorists. Set up an ambush near checkpoint 23. I’m giving you three assault teams and a machine gun squad (three teams) for the mission. You also get the forward air controller (FAC). Move out within 15 minutes.”

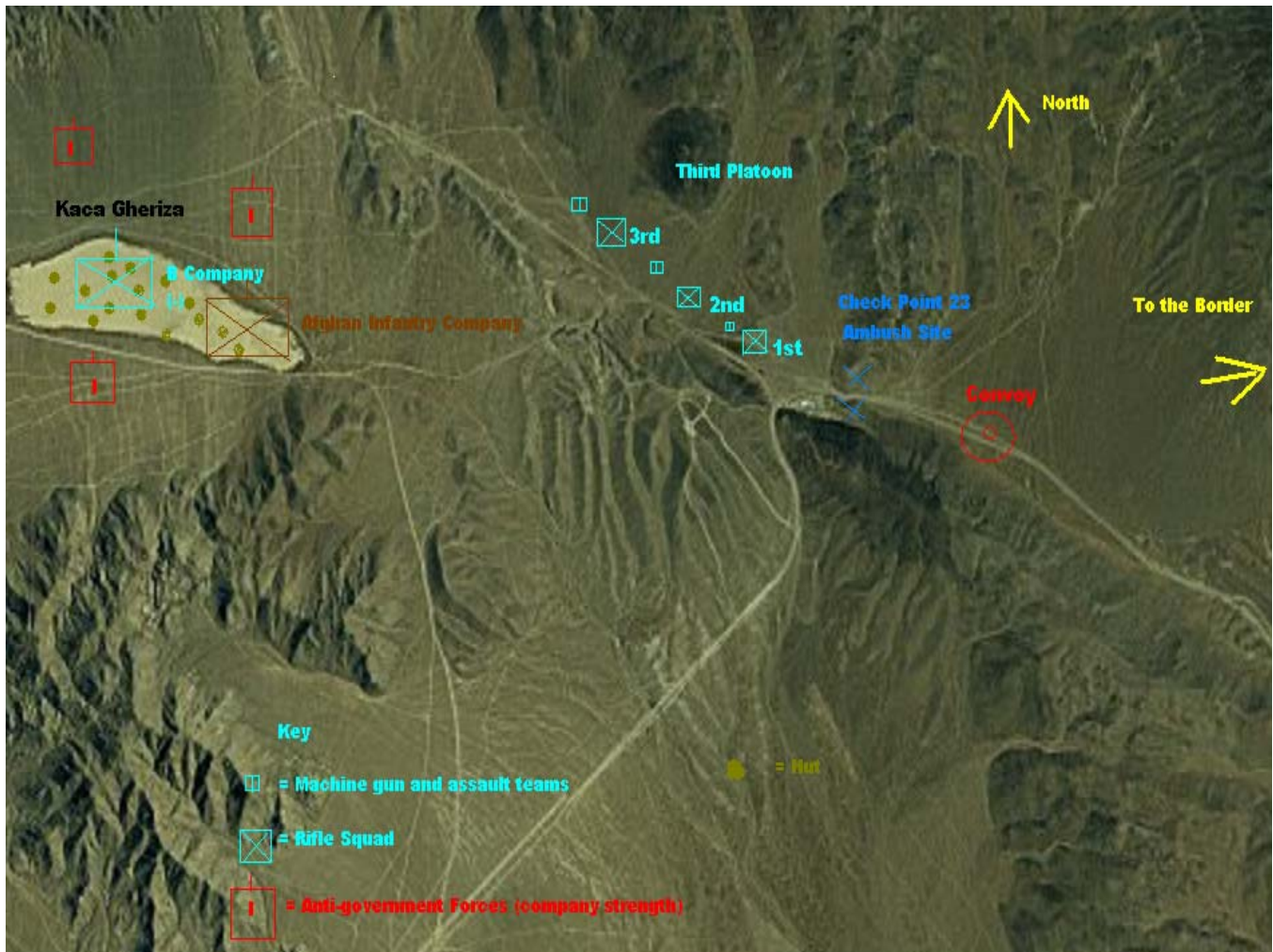
You give a quick patrol order to your subordinate leaders, conduct final equipment checks and move out. You deploy the platoon in column formation (you are foot mobile), with the assault teams and machine guns interspersed between the three rifle squads. 1st Squad is on point.

After reaching the midway point between Kaca Gheriza and checkpoint 23 (roughly a ½ hour in either direction), you hear explosions back in the direction of the village. You try to contact your company commander on the radio, but he does not respond. You then direct the FAC to check with the battalion air officer. The FAC does and learns that your company commander reported taking heavy mortar fire and is under assault by a large force of at least two companies. Just then, 1st Squad radios in. They report seeing eight vehicles in the distance—the convoy is fast approaching. Night is falling.

What now, Lieutenant?

Requirement

Within five minutes, give your solution in the form of a fragmentary order to your subordinates. Be prepared to defend your decision and to support it with an overlay sketch.



TDG originally submitted by Damien O'Connell with comments and suggestions by Bruce Gudmundsson USMCR (Ret.) and Timothy Jackson USMC (Ret.).

Possible Solution to “3rd Platoon’s Pickle”

Situation: Enemy force, maybe two companies of gunmen, are attacking F CO HQ and the Afghan Company at Kaca Gheriza. An additional force is approaching our position faster than expected.

Mission: Now, execute ambush at our current position IOT destroy enemy convoy.

Execution: As rehearsed, execute “L” shape ambush. Upon completion of ambush, BPT execute ambushes on enemy attacking our company CP.

Admin: Enemy prisoners of war go with 3rd Squad. Don’t go crazy on site exploitation, just destroy the vehicles and grab any obvious intel like radios and maps.

No questions; good, GO!

While the ambush is being executed, I will put together the method of attacking the enemy as shown below:

Situation: Good job on the ambush. Sounds like the enemy is still fighting around the village but has not made it in yet. I expect the enemy will come through this area to see what happened to the enemy force we just destroyed or to break contact with the rest of the company and resupply or maneuver.

Mission: Now, conduct open triangle harassment ambush at Engagement Area Fox IOT destroy enemy forces attacking our company CP.

Execution: See graphics. Open triangle harassment ambush per SOP (see below). BPT conduct Open Triangle Destruction Ambush. FAC: Be prepared to conduct CAS in EA Fox IOT prevent enemy from massing combat power against our forces. BPT conduct CAS north and east of the village IOT disrupt enemy attacks against our HQ.

Coordinating Instructions: Remember, employ your squads to observe enemy approaching EA Fox, ensure you clearly identify rally points, and positive ID is very important, remember low light signal plan. We’re in flack and Kevlar, the enemy isn’t.

Admin: Task Org does not change, squad leaders take your MG and SMAW teams with you. EPWs from convoy ambush will be with 3rd Squad.

Command/ Signal: I will be with 1st squad, platoon sergeant with 2nd squad, platoon guide with 3rd squad (ensure the EPWs don’t escape or give away our position). FAC, come with me, we’ll see if we can get you a good OP on top of the mountain.

