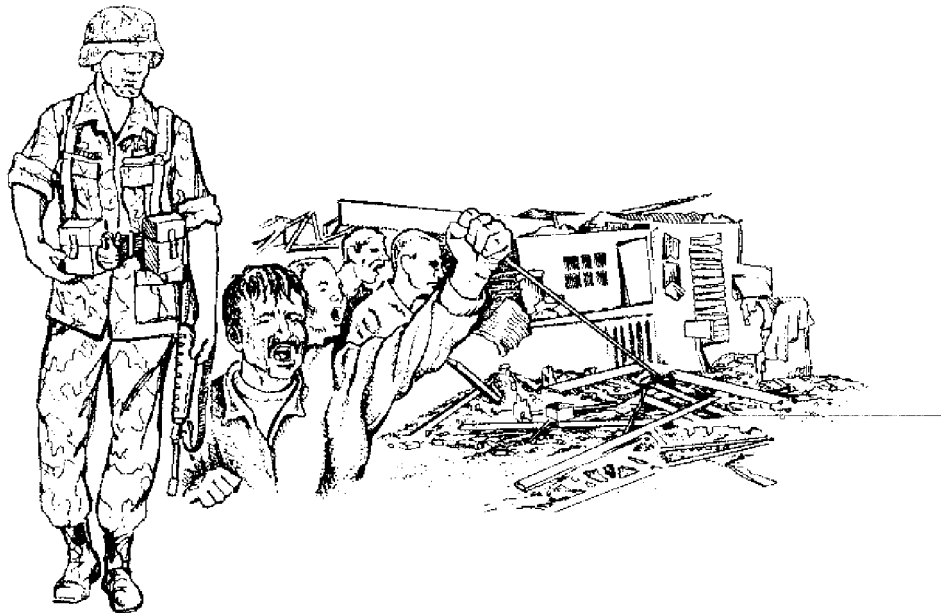


# NEWSLETTER

No. 95-2

MAR 95

**PEACE OPERATIONS  
TRAINING VIGNETTES**  
*with Possible Solutions*



**CENTER FOR ARMY LESSONS LEARNED (CALL)  
U. S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC)  
FORT LEAVENWORTH, KS 66027-1327**

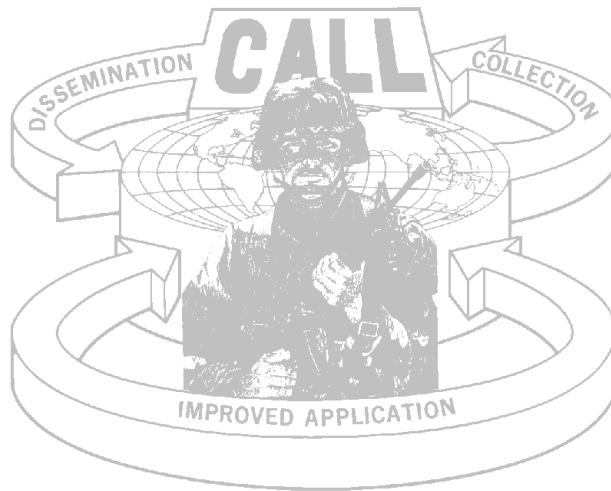
# FOREWORD

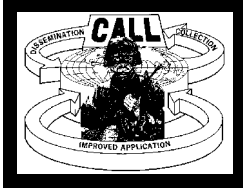
## PEACE OPERATIONS TRAINING VIGNETTES with Possible Solutions

The Center for Army Lessons Learned (CALL), in conjunction with the 25th Infantry Division (Light), has developed a series of peace operations training vignettes. The 25th ID (LT) used these vignettes for leader training, situational training lanes, and advanced rules of engagement (ROE) dilemma training in preparation for deployment to Haiti. This Special Edition Newsletter includes 18 tasks and conditions, each with numerous situational events and possible solutions. Also included are graduated response guidelines for four events and lists of ROE dilemma topics and common peace operations tasks.

Although these vignettes were developed to assist the 25th ID (LT) in its preparation for deployment to Haiti, they also provide a baseline product that can be used for other peace operations.

If you have developed similar training materials, request you provide a copy to CALL so that your experience may be shared with the U. S. Army at large.





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

**NOTE: ANY PUBLICATIONS REFERENCED IN THIS NEWSLETTER (OTHER THAN THE CALL NEWSLETTERS), SUCH AS ARs, FMs, TMs, MUST BE OBTAINED THROUGH YOUR PINPOINT DISTRIBUTION SYSTEM.**

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## **VIGNETTE 1: DAYTIME PATROL**

**SITUATION:** A platoon is conducting a routine presence patrol during daylight in an urban area. The platoon is temporarily halted at a soccer field while awaiting a logistics package/resupply. While halted at the soccer field, a large crowd forms.

**EVENT(S):**

1. For an unknown reason, the crowd of people start to throw rocks and fight with one another.
2. While the crowd of people are fighting, a man being chased by the crowd runs to your position and asks the U. S. soldiers to help him.
3. The man asking for help is injured. (Broken arm; laceration on scalp.)
4. A resupply convoy arrives. The convoy is stopped and surrounded by civilians.
5. The patrol is now moving in a heavily populated area, and hundreds of people become mixed in with the patrol. The crowd is pro-U. S., and shots are fired at the patrol.
6. One of the patrols is approached by a civilian who informs them that they are close to a weapons cache in a house. He further states that the people who are guarding the site are prepared to ambush the patrol if it comes close to the cache.
7. A reconnaissance element from the patrol finds the house is guarded by a civilian security company.



## POSSIBLE SOLUTIONS

### **EVENT(S):**

1. Seek cover, bring linguist and speaker team or bull horn forward, and attempt to calm the crowd. Avoid entering the crowd; if there is potential for loss of life, continue using graduated response techniques for crowd control.

2. Immediately detain the individual, load in any available vehicle and extract from the AO as soon as possible. Once out of sight of the crowd (if the individual is not injured), release the individual after you have (especially if individual is accused by crowd of an offense):

- ☛ Checked name on Black, Gray, and White lists.
- ☛ Evaluated the need to evacuate to CI team for interrogation.

**Note:** *In some nations, when an individual is taken from a crowd scene by the local police, that individual is never seen again. The populace feels that when an individual is detained by the police or the military, justice is done, and they normally feel content. In this case, U. S. forces have used this perception to defuse potentially dangerous crowd conditions. By extracting the individual, you have appeased the crowd, and it will calm quickly.*

3. Perform first aid; extract out of the area as item No.2. If injuries are severe, evacuate to civilian medical facility.

4. Remain mounted in vehicles, instruct crowd to remain clear of the convoy and clear a path to the soccer field. Keep all weapons visible to the crowd. Do not attempt to back convoy out of the one way. Chances are good that the crowd will clear way from the convoy. Dismount only if required to clear the path using crowd-control techniques.

5. Seek cover, try to determine the origin of the gun shots, and protect civilians in the area. Do not return fire unless a positively identified target is present. Report to higher and attempt to cordon suspected sniper site. Once sufficient forces are available, search target area. Use CI teams and linguist to attempt to pinpoint the sniper.

6. Report information gathered to the company commander. It is important to get this information into S2 channels so the information can be properly processed. Do not raid the suspect site unless overwhelming evidence exists or you are ordered to do so. People often use such reports to get even with an enemy.

7. You are ordered to go to the cache site because the S2 has had sufficient reports to raid the site. You are committed because the commander feels the target is fluid. Once at the site, you find personal security guards. ***Cordon the site with authority. Bring your linguist forward, and request to speak with the owner of the business or home. Seek permission from the owner to enter and search the AO. Make it clear to him (respectfully) that you are prepared to search the property with or without permission. If you are denied access, have the linguist (using a bull horn) tell the guards what your intent is and see if they will back down peacefully ("you don't get paid enough to resist us!"). If the owner and the guards remain defiant, continue to cordon and report to higher. If a direct fire conflict is imminent, you are required to seek approval from the Multinational Force (MNF) commander.***

## **ROE Limitations and Restrictions:**

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

***ROE 7: Persons observed committing serious criminal acts will be detained using minimal force necessary up to and including deadly force. Serious criminal acts include homicide, aggravated assault, rape, arson and robbery.***

*If you have exhausted all reasonable graduated response techniques and, in your opinion it appears that there will be loss of human life, the use of deadly force may be used (as a last resort). Loss of life includes civilian on civilian violence.*

***ROE 10: Deadly force is not authorized to disarm Haitians, enforce curfews, or stop looting, unless those individuals involved engage in hostile acts or demonstrate hostile intent.***

*The looting or loss of nonsensitive equipment from a convoy are not grounds for the use of deadly force.... Burglary and larceny are defined as looting, breaking and entering or stealing. These situations only warrant the use of nonlethal force "unless" the perpetrator is armed and displaying a hostile intent. In any situation, the existence of a perpetrator with a weapon displaying hostile intent is grounds for considering deadly force. Hostile intent is defined as: Pointing a weapon at an individual(s); holding hostages; discharging a weapon; striking an individual(s) with a weapon; and threatening to use the weapon or evidence of recent use of a weapon.*

## **VIGNETTE 2: NIGHT PATROL**

**SITUATION:** Your platoon is tasked to patrol an assigned area of the city at night. The intent is to show a night capability and a professional presence. Some of the street lights are operational in your AO.

**EVENT(S):**

1. The patrol approaches a police compound and startles a guard who lowers his weapon and points it at your patrol.
2. Shots are fired in the vicinity of your patrol, but not at your patrol.
3. A small group of individuals are following your patrol.
4. A woman comes screaming out of a house; a man is chasing her with a machete.
5. A crowd of intoxicated civilians are discharging fire arms. Several local residents ask for your assistance.





## POSSIBLE SOLUTIONS

### **EVENT(S):**

1. Seek cover, bring the linguist forward and talk the guard down. There is very little movement at night in Haiti; normally, the police are very jumpy.

**Note:** *Activity in Haiti (specifically Port-au-Prince) is minimal after 2100. Historically, activities of any persons or organizations after the hours of darkness have been suspect. MNF patrols during the 2100-0600 time window will face a new set of conditions not experienced during the day. The crowds that were prevalent during the day are no longer present. However, small groups of individuals will be present. These groups of people who follow MNF patrols at night should be watched carefully. They demand a different mind set when confronted. Haitian police forces are accustomed to shoot first and ask questions later at night. In this example; the platoon leader would have been well within the ROE to use deadly force when this Haitian police officer lowered his weapon. However, the platoon leader's understanding of the peculiarities of night operations in Haiti afforded him the opportunity to defuse the situation without loss of life. In reality, the Haitian police officer did not display hostile intent; he was concerned for his personal safety.*

2. Seek cover. Report. Stop look and listen. Respond if higher HQ directs. Commander should report, and battalion should inform the MP.

3. Stop, return to their location (with a security team) with the linguist and have the group disperse.

4. Detain the women, and attempt to have the linguist calm the man. Your presence should be enough to stop the "aggravated assault." However, ***use of deadly force is authorized in this situation.***

5. Report, cordon the area and await the arrival of the MP. Use of deadly force is not authorized during this event unless the populace display a hostile intent. Hostile intent is defined as pointing a weapon at an individual(s); holding hostages; discharging a weapon; striking an individual(s) with a weapon and threatening to use the weapon or evidence of recent use of a weapon. If the crowd is injuring people, then necessary actions may be taken to establish civic order.

### **ROE Limitations and Restrictions:**

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

***ROE 7: Persons observed committing serious criminal acts will be detained using minimal force necessary up to and including deadly force. Serious criminal acts include homicide, aggravated assault, rape, arson and robbery.***

### **VIGNETTE 3: *FIXED SITE SECURITY***

**SITUATION:** A platoon is conducting fixed site security at \_\_\_\_\_. A crowd starts to form around 1000 and grows in size until several hundred people are present.

**EVENT(S):**

1. A priest comes to the gate and asks for help. He states that a woman is being raped just down the street (150 meters away).
2. Shots are fired within the crowd; no casualties observed. Crowd moves away from where the shots were fired, but does not dissipate.
3. A scuffle breaks out among a number of young kids in front of the compound. During the fight, three teenagers enter the compound by climbing over the back gate. They grab a ruck sack which contains a radio and a PVS-7 and throw it back over the wall.
4. A hand grenade detonates in the crowd and 20 Haitians and one American are wounded; one Haitian is dead. Two men are observed running away from the site.
5. A bomb is detected on a vehicle near the site.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Report to higher HQ; do not leave your post. The commander has the option to alert the QRF or to call for MP support. The commander will take action. The site NCOIC or Officer must explain the situation to the priest and attempt to keep the crowd calm. If your force is ordered to investigate the alleged rape remember, persons observed committing serious criminal acts will be detained using minimal force necessary up to and including deadly force. Serious criminal acts include rape.

2. Seek cover, observe and report. Do not leave your post or enter the crowd. Bring the linguist forward, and request that the crowd dissipate.

3. The fight in the front of the gate was a diversion. The young kids out front are still a threat. Pursue the teenagers with the rucksack with the minimum force possible (no less than four) and report. ***Deadly force is not authorized against the thieves.*** The commander should employ the QRF and request MP assistance.

4. Maintain security of the fixed site, report to higher HQ, perform first aid and attempt to secure casualties. The commander should employ QRF, request additional medical support from battalion and battalion should request Haitian medical services.

5. Report to higher HQ, and ask the informant stay at your position (secure and observe the individual). The commander has a number of options, request and employ EOD, MP or QRF. At a minimum, a linguist and CI team should interrogate the individual making the claim.

### **ROE Limitations and Restrictions:**

The medical ROE allows American soldiers to perform first aid for any individual (to prevent loss of life). However, civilian medical services must perform routine medical services for local nationals. Make the casualties comfortable, and extract or evacuate the American casualties ASAP.

If you have exhausted all reasonable graduated response techniques and, in your opinion, it appears there will be loss of human life, the use of deadly force may be used (as a last resort). Loss of life includes civilian on civilian violence.

Burglary and larceny are defined as looting, breaking and entering or stealing. These situations only warrant the use of nonlethal force "unless" the perpetrator is armed and displaying a hostile intent. In any situation, the existence of a perpetrator with a weapon displaying hostile intent is grounds for considering deadly force. Hostile intent is defined as pointing a weapon at an individual(s); holding hostages; discharging a weapon; striking an individual(s) with a weapon and threatening to use the weapon or evidence of recent use of a weapon.

***ROE 7: Persons observed committing serious criminal acts will be detained using minimal force necessary up to and including deadly force. Serious criminal acts include homicide, aggravated assault, rape, arson and robbery.***

## **VIGNETTE 4: WARRIOR BASE SECURITY**

**SITUATION:** A platoon is responsible for access security and a portion of perimeter security at Warrior base.

**EVENT(S):**

1. A trash truck comes to the camp. While in the compound, a large crowd forms at the single access point to intercept the truck on its departure.
2. The roving guard finds a break in the wire and two U.S. hand grenades.
3. Civilian workers start rumors that the U.S. force is hiring additional workers at the front gate. A crowd rapidly assembles and becomes hostile because the soldiers securing the gate refuse to hire them or allow them into the compound. The crowd tries to enter compound.
4. Two teenagers and one adult are found trespassing in the camp.
5. A thief is seen carrying goods toward the wire inside the camp.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Employ graduated response techniques for crowd control.
2. Secure site, report to higher HQ (do not disturb the site). Commander must employ EOD, request MPs and conduct sensitive items checks and LOT number checks.
3. Simultaneously employ graduated response techniques for crowd control. Have the speaker team confirm or deny the rumor. If the unit is hiring civilian workers, select an off-site location to interview, hire and pay.
4. Detain the individuals using nonlethal means. CI should interrogate and search. Civilians may be stopped if they appear to be a threat to U.S. Forces, key facilities, or property designated mission-essential. If determined to be a threat, they may be further detained; if not, they will be released.
5. Detain the individual using nonlethal means. CI should interrogate and search. This individual is involved in stealing; the ROE defines stealing as burglary or larceny.

### **ROE Limitations and Restrictions:**

***ROE 5: Civilians may be stopped if they appear to be a threat to U. S. Forces, protected persons, key facilities, or property designated mission-essential. If determined to be a threat, they may be further detained; if not, they will be released.***

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

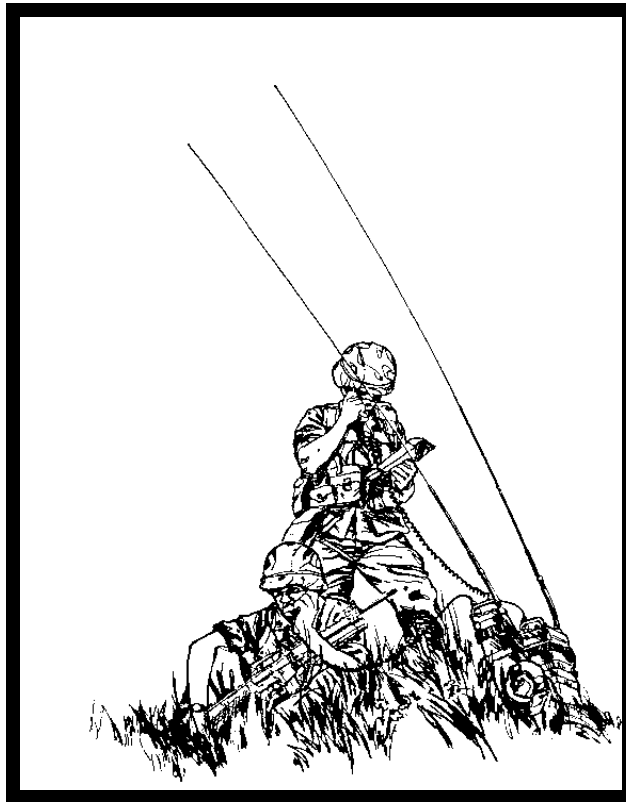
***ROE 7: Nonlethal force is authorized to detain persons observed committing burglary or larceny.***

## **VIGNETTE 5: CHECKPOINT OPERATIONS**

**SITUATION:** Your platoon is operating an unannounced checkpoint to demonstrate U.S. presence. You have a Black, Gray and White list. Your orders are to detain individuals on the black list.

**EVENT(S):**

1. Another checkpoint spots the number one target on the black list. He is driving a 4WD Montero and heading to your checkpoint. He is armed and dangerous. Your platoon sees the vehicle approaching.
2. While spot-checking vehicles, one of your squads finds weapons. The driver of the vehicle runs away from the checkpoint.
3. A vehicle approaching the checkpoint picks up speed and attempts to run through the road barrier. The vehicle crashes and the driver is injured.
4. You hear shots a block away. Two local business owners come to your location with a wounded civiltian and say he was stealing from their store.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Employ graduated response techniques for tactical traffic control points.
2. Secure vehicle. Consider a possible bomb threat. Seek cover, attempt to detain individuals, and report to higher HQ So they can contact EOD. Use linguist and speakers to stop individuals. Pepper spraying into a window or firing rounds into the air may also help.
3. Employ graduated response techniques for checkpoints. Consider the more severe techniques to include using direct fire to disable the vehicle.
4. Report, detain the suspect and perform first aid. Have the linguist collect statements. Commander should request Haitian medical support and inform U.S. MP (through battalion). U.S. MP receive the statements, and provide the information to the local police.

### **ROE Limitations and Restrictions:**

***ROE 7: Nonlethal force is authorized to detain persons observed committing burglary or larceny. Release persons suspected of serious criminal acts to local law enforcement officials/other appropriate authorities as soon as possible.***

***ROE 8: Civilian vehicles may be stopped and their occupants identities checked for security purposes. If a civilian vehicle does not stop on order and is approaching a check point or security perimeter, you may fire to disable the vehicle.***

## **VIGNETTE 6: CONVOY OPERATIONS (LOGISTICS PACKAGE (LOG PAC))**

**SITUATION:** A LOG PAC is enroute from Warrior base to the Presidential Palace to resupply the U. S. forces performing security. The LOG PAC includes Class I, water, and Class IV (barrier material). The convoy consists of three cargo HMMWVs.

**EVENT:**

1. One vehicle breaks down. It is determined that the vehicle can be repaired within one hour. (Vehicle overheats or has a flat tire.)
2. One vehicle breaks down. It cannot be repaired and needs to be evacuated (final drive freezes).
3. While the convoy is halted (in Event 1 and 2), a crowd of people assemble around the vehicles. They are initially just curious but become excited when they determine a large amount of food is present. They begin taking the mermite containers from the HMMWVs and fleeing the area.
4. During the melee that ensues as the HMMWVs are being sacked, a U. S. soldier is caught up in the crowd and is injured trying to stop the crowd from taking the supplies.
5. The lead vehicle has a head-on collision with a commercial trash truck:
  - A. No injuries.
  - B. Civilian or U.S. injury.
  - C. Civilian and U.S. injury.
  - D. One U. S. vehicle strikes a pedestrian.
6. Sniper fires on convoy.
  - A. Vehicle is hit by small arms fire.
  - B. Soldier is hit by small arms fire.
7. Convoy is ambushed.
8. Hand grenade is dropped in vehicle.
9. CS grenade is dropped in vehicle.



## POSSIBLE SOLUTIONS

### ***EVENT(S):***

1. Secure the site, report and repair. Employ linguist to monitor crowd (if you have one) and continue a viable "professional presence."

***Note: No mounted element can move without having at least two vehicles and communications. A positive communications check must be made before moving.***

2. Secure the site, report and await repair or evacuation team. Commander should download and push the supplies forward as soon as capability exists.

3. Report and employ graduated response techniques. Commander should employ QRF. Security can be established by speed in moving the other vehicles from the site once the crowd is determined uncontrollable. It is considered undesirable in Haiti to use deadly force to prevent the looting of material or supplies unless they include mission-essential property. The convoy commander is forced to decide if he should continue to resist the crowd or withdraw from the area.

4. There is potential for loss of life or injury to a soldier. Convoy commander should execute the looting graduated responses (more severe techniques), employ all means necessary to secure the soldier, defuse the situation, perform first aid and evacuate the soldier.

5. Secure the site, take statements, and report.

A. Attempt to continue convoy (if vehicle is operational). If vehicle is not operational, secure the site, request repair team and replacement vehicle. Upon arrive of the maintenance team, security team and replacement vehicle, cross-level supplies and continue mission. The security team remains to secure site until U. S. vehicle is repaired and local police or MNF MP arrive to assume responsibility of the civilian vehicle (if it was disabled).

B. Same as A. Perform first aid and evacuate injured to the convoy destination or nearest MNF safe area. Upon arrival at the convoy destination or nearest safe area, commander should arrange for U. S. or civilian medical support as needed.

C. Same as B.

D. Stop, secure, report and perform first aid. If the victim is stable, place on convoy and complete mission. Commander should arrange for U. S. medical treatment at the convoy destination or nearest MNF safe area. *In this case, the U. S. is responsible to treat the civilian.*

***NOTE: Before leaving the site, attempt to locate a friend or family member who can accompany the victim. If the victim is not stable, call for immediate U.S. MEDEVAC.***

6. Seek cover in the vehicles, drive as fast as safety allows out of the area (security through speed).

A. Report. Do not try to engage targets while on the move, and do not stop unless forced to do so. *When deadly force is employed, targets will be engaged with observed, deliberate aimed fire.*

B. Same as above, and perform first aid as soon as possible. Evacuate to medical facility.

C. QRF may be dispatched to cordon the area.

7. Report. Execute close-in ambush techniques, continue to move if possible and return controlled fire to break contact. Commander should employ ground and aviation QRF. *Use all necessary force up to and including deadly force to defend U. S. forces against attack or threat of attack.*

8. Exit the vehicle, seek cover, secure the site, report perform first aid. Await the arrival of the QRF, cordon, use the K-9 dogs to sniff out and track the aggressor(s). Evacuate the U. S. and/or civilian casualties. *Use all necessary force up to and including deadly force to defend U. S. forces against attack or threat of attack.*

9. Do not stop; security through speed. Your job is to deliver the supplies, not to become engaged with an aggressor. The commander should employ the QRF and patrol the area, take statements and attempt to apprehend the aggressor.

### **ROE Limitations and Restrictions:**

*ROE 3: Use of necessary force up to and including deadly force to defend U. S. Forces, U. S. citizens, or designated foreign national against attack or threat of attack. When deadly force is employed, targets will be engaged with observed, deliberate aimed fire.*



## **VIGNETTE 7: SEARCH (CORDON AND SEARCH)**

**SITUATION:** You are the platoon leader of the search team within a company cordon and search mission.

**EVENT(S):**

1. You enter the house and find a dead body.
2. You enter the house and find six females hiding in a closet with a gun.
3. You enter the house and find three large dogs. The dogs are barking and moving towards you.
4. You enter the house and someone runs out the back door.
5. You detain the homeowner and he hands you an American passport with his picture on it.
6. The MP dogs you have with you alert on a possible explosive and you hear a young girl crying in a bedroom.
7. People in the house will not open the door or come out.



## POSSIBLE SOLUTIONS

### EVENT(S):

**NOTE:** *MNF forces have the authority to conduct cordon-and-search operations in Haiti to establish a secure and safe environment. Targets are defined as: An area which contains items or persons that pose a threat to MNF forces or Haitian Nationals. Threat is defined as: Anything that can or would cause a breakdown of a secure and safe environment. Weapons caches, communications equipment, explosives, counterfeiting and contraband are some examples of targets to date.*

*The use of deadly force is limited to the "persons observed committing serious criminal acts (i.e., homicide, aggravated assault, rape, arson and robbery)." Robbery is different from larceny and burglary. A robbery is committed by gun point (or any other weapon) and has the potential for homicide. The looting of or stealing of relief supplies, foods and nonsensitive equipment or personal property can only be stopped by nonlethal force, unless the perpetrator has a weapon and displays a hostile intent. Hostile intent is defined as pointing a weapon at an individual(s); holding hostages; discharging a weapon; striking an individual(s) with a weapon and threatening to use the weapon or evidence of recent use of a weapon.*

*Examples seen to date include: Direct fire from within or around the cordon site, hostage situations, crowd beatings of suspects within or around the cordon, and security guards raising their weapons to protect the target from your cordon and search. In most all of these examples, the U. S. forces erred on the side of restraint and were successful. The show-of-force "professional presence" and innovative "graduated response" techniques defused the potential use of deadly force 99 percent of the time.*

1. Announce to the team "body": leave a two-man buddy team to secure the body, and continue the mission. Bring the medic forward, assess the body, record the scene (with record team) and cover the body. Secure the body on site, but do not extract until the CI team questions family and neighbors about the body. If no cache is found, turn the body over to the family or civilian medical facilities. Contact local police or IPMs; continue cordon until site transfer is complete. If a cache is found, detain the body and family for further interrogation and investigation. Notify graves registration. Eventually, turn body over to local authorities.

2. Seek cover, seal off the room, bring the linguist into the room and ensure the women that they will not be harmed and talk them out of the closet. Remember that women in many parts of the world are normally very oppressed and uninformed. Treat them with dignity and secure them while continuing to search the target.

3. Large dogs are rare in Haiti. However, many well-to-do Haitians have bull dogs and Doberman Pinchers for security. Try to isolate these animals in a room or a court yard; use MRE main meals or pepper spray when isolating them. Be prepared to strike the animals and/or shoot them. Be very careful to avoid human casualties.

4. Report to the company commander, try to provide a description of the individual. Do not pursue the individual; that's the security teams job. *An individual leaving the scene of the cordon is not considered a threat, only a suspect. Use of Deadly Force is NOT authorized.*

5. You still can question the individual. *However, you cannot search the target without gaining permission from the MNF commander.* Inform the citizen of the allegations and request their permission to search to confirm their innocence. If denied, report to higher, and leave the site. Before leaving, use the linguist to inform the public that the individual is an American citizen, and we will not tolerate any retribution against the this person.

6. Back out of the home, contact EOD and try to calm the girl with the linguist and speaker team.

7. Use graduated response for cordon and search.

### **ROE Limitations and Restrictions:**

*ROE 2: Treat all persons with dignity and respect.*

*ROE 10: Possession of a weapon in public by any individuals does not, by itself, constitute a hostile intent.*



## **VIGNETTE 8: SECURITY (CORDON AND SEARCH)**

**SITUATION:** You are the platoon leader of the security element of a company cordon-and-search operation.

### **EVENT(S):**

1. You surround the suspected house and encounter angry neighbors who deny you access to their yards or courtyards.
2. You are closing the inner cordon and see children in the target house. You also see two males climbing the back wall of the target courtyard.
3. The search element is not responding from within the house, but no shots were fired. You are told to enter the target area.
4. The crowd starts joining your inner cordon and tries to enter target area. "They want to help."
5. Two males run out of the front door with AK-47s.



## POSSIBLE SOLUTIONS

### ***EVENT(S):***

1. Respectfully enter the area with purpose. If available, have the linguist explain the situation and the actions you are taking. Ask for his cooperation. If the linguist is not available, leaflets with a written explanation will help. The security team must move quickly. Normally the linguist is attached to the search team. ***You may be required to use nonlethal force to gain access to the target area.*** At the end of the mission, have the linguist thank the neighbors for their help and support. Within reason, ensure that the neighbors' properties are returned to their original state.

2. Close the inner cordon to prevent further individuals from escaping the target area. Pursue the individuals if possible and/or radio a description of the individuals to the outer cordon team. Use the linguist to talk the children out of the target area; attempt to get the neighbors or family members to help. ***NOTE: The neighbors are normally family members.***

3. Seek cover and send in a two-/three-man team and attempt to establish verbal contact with the search team. Do not enter the building until contact is made. If there continues to be no response, you may have a hostage situation. Employ the linguist to establish contact with any Haitians in the target area.

4. Have the linguist inform them that we appreciate their desire to help, but they are hindering our ability to do our job. The cordon team needs to use adequate force to keep the area sterile. ***Smiling and nodding may help defuse the situation.***

5. Prepare to use deadly force. Error on the side of restraint. Yell simple creole words at the individuals (stop) "Rete!" Your overwhelming presence and the linguist will normally stop an aggressive act. ***NOTE: When this happened in Haiti, the two Haitian males with the weapons had just broke into the house and were bringing the weapons out to the U. S. unit. They were so jubilant to be helping the Americans that they threw the weapons down and ran back into the house to get more.***

### **ROE Limitations and Restrictions:**

***ROE 2: Treat all persons with dignity and respect.***

***ROE 4: Members of the military, police or other armed persons may be stopped, detained, and, if necessary, disarmed if they appear to threaten essential civic order.***

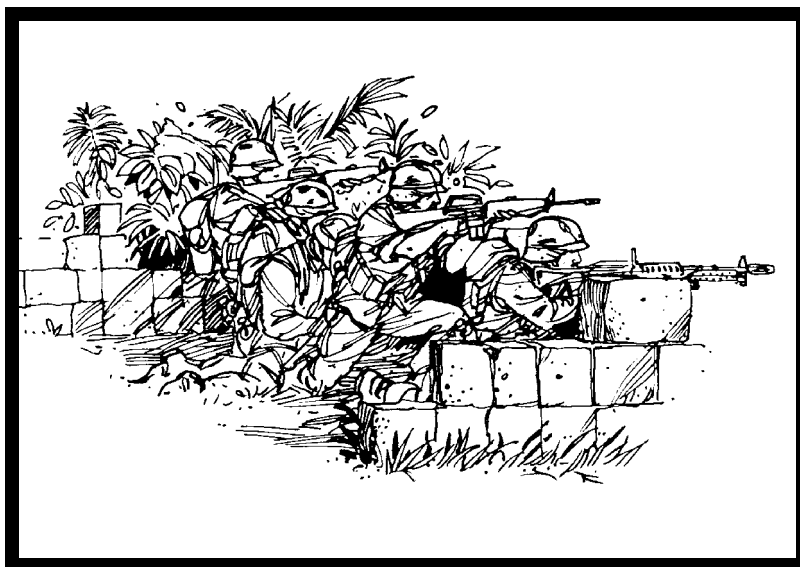
***ROE 10: Possession of a weapon in public by any individuals does not, by itself, constitute a hostile intent.***

## **VIGNETTE 9: CORDON (CORDON AND SEARCH)**

**SITUATION:** You are the platoon leader of the cordon element of a company cordon and search operation.

**EVENT(S):**

1. A large crowds start to form on the main access road to the cordon site. The road becomes impassable.
2. Large numbers of reporters show up and demand access to the target site.
3. Two individuals break out of the cordon.
4. A home owner (local businessman) demands access to his home. It is currently being searched.
5. A vehicle moving at high speed tries to break out of the cordon.
6. Family members of the target home are rounded up by their neighbors. The crowd starts to harass and beat the family assuming they are guilty because the U. S. soldiers are searching their home.





## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Use gradual response techniques for crowd control. ***Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

2. Consolidate persons in charge of each media organization; inform them that they can film from the cordon line. However, if the area is unsafe, do not allow them to enter. Battalion or company commanders must decide (and receive guidance during the OPORD) whether to make statements to the press; PAO must provide press guidance. The media has free access in-country, but you have the right to prevent them from having an adverse impact on your mission. If the situation permits, and, if the mission does turn up a cache, recommend allowing the media (in a controlled manner, i.e., escorted) to film the operation.

***NOTE: Remember, the media will always enter the cordon area after you leave. The manner in which you leave the scene is as important as how you entered it. You must treat all persons with respect and dignity. "Professional Presence," your unit's discipline, fairness and ability to use controlled restraint are the greatest weapons in this operation. You have automatic credibility with the public. Your every action is watched by the local nationals and, because of the media, the American public. Any deviation from this Professional Presence will have an impact on all future missions in country.***

3. The Cordon team is responsible to have two reaction teams (mounted or dismounted). Persons violating the cordon should be pursued and detained. In most cases, the crowds will assist you in detaining individuals (whether you want them to or not). For commanders, you will have to coordinate with the MP (if present) in that sector as a part of your cordon planning. The MP are very effective at detaining individuals in an urban setting. Ask them to patrol your outer cordon, assist in traffic control and be prepared to assist in pursuit and detaining operations.

4. Escort him/her within the cordon, to their home or business. Inform him of the situation and have the CI team question this person about the target and its occupants. Business leaders are leaders in their neighborhoods. They know everyone in the area and have great influence. Use them to assist the linguist to gain access to the target, control the crowds and use their home as a secure area for civilians detained from the target area.

5. Employ the graduated response techniques for checkpoints.

6. You are responsible for the safety of any civilians detained within the target area. Execute the five Ss. Remember that once the mission is complete (whether you find a cache or not) you must take the time to inform the crowd on what has just happened. You need to tell them that there was nothing found at the site and these people are innocent. "The American military would consider it an attack on American forces if these people were harmed in any way. We will continue to watch this neighborhood and periodically check on this family." If you find a cache, again you must inform the crowd that you have detained all personnel involved in the crime. If other civilian/family members are left behind, you must make the same type of statement as above.

### **ROE Limitations and Restrictions:**

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

## **VIGNETTE 10: VOTING PLACE SECURITY**

**SITUATION:** A platoon is responsible for securing a polling site during the election. NGOs responsible for election oversight are present. A large media contingent is present. Large numbers of Haitians are present throughout the day.

**EVENT(S):**

1. You notice overt intimidation of voters occurring prior to their entering the voting site.
2. You observe harassment of voters as they leave the site.
3. A candidate arrives with his own security people. His car is vandalized by the crowd while he is attempting to enter the site.
4. A fight breaks out in the immediate area of the ballot box.
5. A voter leaves the site and starts rumors of ballot stuffing. The crowd becomes hostile and disruptive. Media representatives repeatedly ask soldiers at the gate for a statement concerning the allegation.
6. Shots are fired from the crowd.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Bring the speaker and linguist team forward and order the crowd to disperse. Make the citizens aware of their rights and warn those who are the source of the intimidation. If it continues, you will move out to the crowd and detain individuals who are instigating the intimidation. Be prepared to use the graduated response techniques for a crowd. ***If civilians are determined to be a threat, they may be detained.***

2. Same as 1.

3. Same as 1.

4. Secure the site, stop the fight, calm the citizens with the linguist and extract the individuals as quickly as possible. ***Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

5. Division should employ a PAD and a linguist to the site. Also ask the international monitors to speak to the media and the crowd to dispel any rumors.

6. Take cover, treat casualties, and report to higher HQ. If the shooter is identified, employ deadly force if necessary. ***When deadly force is employed, targets will be engaged with observed, deliberate aimed fire.***

### **ROE Limitations and Restrictions:**

***ROE 5: Civilians may be stopped if they appear to be a threat to U. S. Forces, protected persons, key facilities, or property designated mission-essential. If determined to be a threat, they may be further detained; if not, they will be released.***

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

***ROE 7: Persons observed committing serious criminal acts will be detained using minimal force necessary up to and including deadly force. "Serious criminal acts include homicide, aggravated assault, rape, arson and robbery."***

## **VIGNETTE 11: SECURITY OF POLITICAL RALLY SITE**

**SITUATION:** Your platoon is responsible for the security of a local political rally site. The candidate has his own security, but the platoon is responsible for securing the site.

**EVENT(S):**

1. An anticandidate group forms at the entrance and attempts to deny access to the site by rally members.
2. The platoon is responsible for vehicle and media control. Weapons and contraband are discovered in a vehicle of the candidate's immediate family.
3. The jubilant crowd pushes down gate attempting to see the candidate.
4. During the rally, the brigade CP receives a bomb threat for the rally site.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Report the demonstration, allow for the Haitian police to confront and detain the protesters if necessary. The employment of a linguist and speaker team to warn the protesters that they are violating the law should help. Be prepared to use the graduated response techniques for crowd control. ***Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***
2. Detain and secure the vehicle occupants, move to a secure area and report.
3. Use the graduated response techniques for crowd control.
4. Request EOD and QRF. Notify the platoon at the site. Use the linguist to evacuate the site.

### **ROE Limitations and Restrictions:**

***ROE 5: Civilians may be stopped if they appear to be a threat to U. S. Forces, protected persons, key facilities, or property designated mission-essential. If determined to be a threat, they may be further detained; if not, they will be released.***

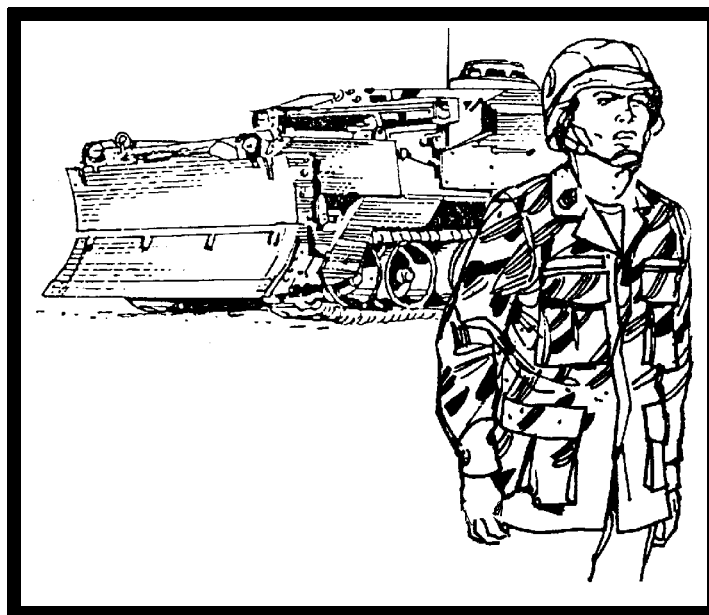
***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

## VIGNETTE 12: CIVIL-MILITARY OPERATION (ENGINEER)

**SITUATION:** A local orphanage administration official has requested U. S. assistance in repairing the roof on a local orphanage. The brigade chaplain and brigade CA Team have coordinated the project. The engineer platoon is tasked to assess the extent of work needed and repair the roof.

### **EVENT(S):**

1. An engineer PLT assessment team goes to the orphanage and is denied access to the building by a small crowd. The crowd leader is the local priest. He informs the platoon leader that the Americans are not welcome and they are violating sacred religious grounds.
2. While working on the roof, a crowd forms at the school and begins looting the construction material that the platoon is using.
3. During a supply run, a U. S. Army vehicle injures a citizen.
4. During the repair work, a piece of lumber falls from the roof and strikes a small girl on the head. She is hysterical and is bleeding severely.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Be courteous, report, attempt to get names and addresses for the leaders and respectfully withdraw from the area. ***Treat all persons with dignity and respect.***

2. Stop work, report, secure the site and prepare to use the graduated response techniques for looting. Commander should be prepared to employ the QRF. ***The use of Deadly Force is NOT authorized in this situation.***

3. Report, perform first aid, request MEDEVAC. We caused the injury; we are responsible for the treatment and care. Be prepared to employ graduated response for crowd control.

***NOTE: Always attempt to locate a family member or neighbor to go with an individual if they are extracted from the site.***

4. Same as 3.

### **ROE Limitations and Restrictions:**

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

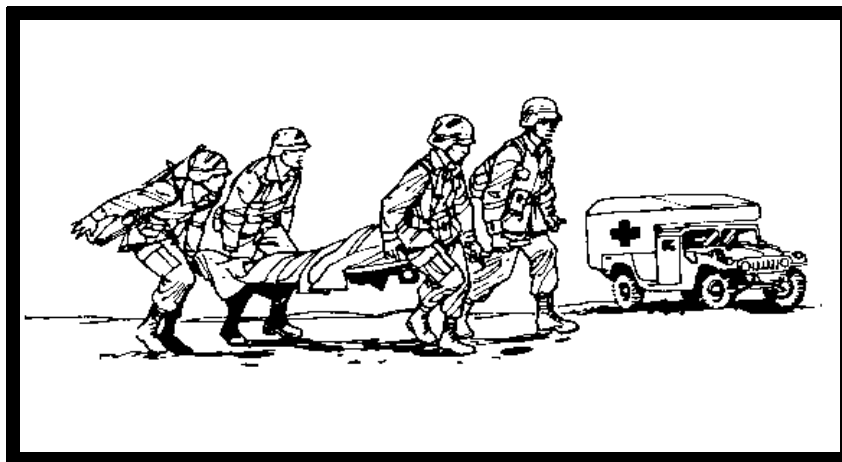
***ROE 9: Deadly force is not authorized to disarm locals, enforce curfews, or stop looting, unless those individuals involved engage in hostile acts or demonstrate hostile intent.***

## VIGNETTE 13: PERFORM MEDICAL TREATMENT FOR MASS CASUALTY INCIDENT

**SITUATION:** The Brigade CP receives notification that there has been an explosion and fire, and there are numerous casualties enroute to the hospital.

**EVENT(S):**

1. A commercial trash truck arrives at the front gate with 20 civilian casualties.
2. Four FLAs arrive with American and civilian casualties.
3. A local or national political figure is slightly wounded in the explosion. He is escorted to the BSA by U. S. State Department security officers.



### POSSIBLE SOLUTIONS

**EVENT(S):**

1. Secure the area, unload casualties and perform first aid. Do not waste time trying to determine the source of the incident. Establish a triage operation. Execute the medical SOP. The medical ROE states that civilians who are injured as a result of MNF actions and operations are to be treated and cared for by MNF medical personnel and facilities. The exception is when there is potential for loss of life. If there is potential for loss of life (no matter who caused the injury), MNF forces are required to perform life-saving treatment and pass the individual over to local medical personnel as soon as possible.

**NOTE:** *There are two civilian hospitals in Port-au-Prince and two or three medical clinics. The medical service personnel need to coordinate for the relief of these agreements and procedures with Port-au-Prince officials and the 10th Mtn Surgeon as a part of the ADVON.*

2. Same as 1.
3. Same as 1.

**ROE Limitations and Restrictions: None.**

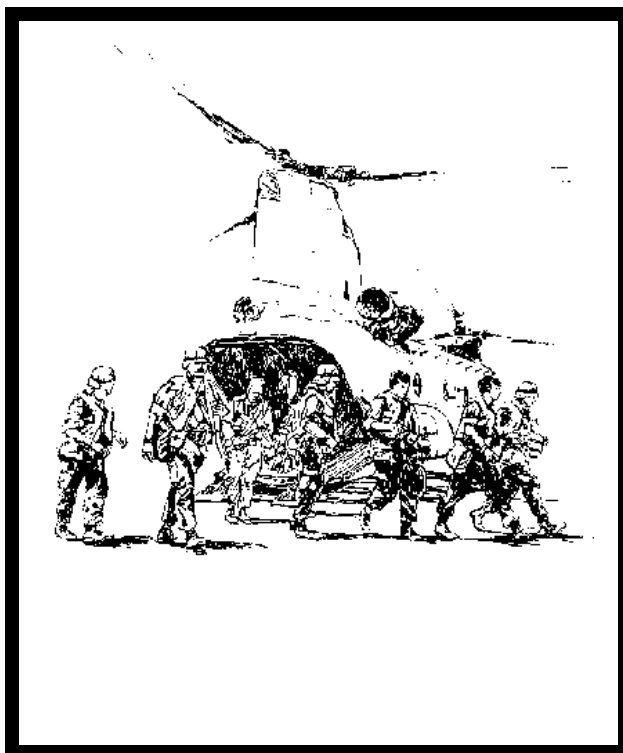


## **VIGNETTE 14: VIP ESCORT**

**SITUATION:** Your platoon is responsible for securing a VIP during all motorcade operations. You are working with the U. S. State Department Security Team, but they don't work for you. The forces assigned to this mission include ten security guards, one communications expert, one doctor, one security, one nurse, three civilian vehicles, six HMMWVs, and one Avn Team (1 OH-58, 1 AH-1).

**EVENT(S):**

1. The VIP gives you 15 minutes notice that he wants to go to the port and get some papers from his boat. He states that he may want to visit his sister on the way back.
2. VIP changes the destination enroute.
3. Enroute to pre-designated location, the motorcade encounters a traffic jam. The motorcade attempts to bypass, stops, and a large crowd forms. The VIP informs you that he wants to mingle with the people.
4. While the motorcade is moving, shots are fired. Three vehicles are hit, and one is disabled.



## POSSIBLE SOLUTIONS

### ***EVENT(S):***

1. You and the U. S. State Department representative must establish a battle drill for motorcade operations. The following is an example of the vehicle configuration and scheme of maneuver for one unit conducting this mission in-country today:

<b>Aviation Team</b>	<b>Motorcade</b>	<b>Motorcade Occupants</b>
1 x OH 58	Gun HMMWV	SQD Ldr (Sec Tm)
1 x AH 1	Gun HMMWV	Sec Tm
	StateVeh	SecTm (State) nurse
	State Veh	VIP & Comm
	State Veh	VIP & Comm
	Gun HMMWV	Sec Tm
	Gun HMMWV	Sec Tm
	Cargo HMMWV	Tm Cdr, State Rep & Surgeon

The aviation team and motorcade platoon (-) were on a 15-minute strip alert. Once the state department representative and battalion commander agreed on the route, the aviation team would reconnoiter the route by air and report on traffic and road conditions. The aviation team also provided fire support during motorcade operations.

The motorcade was prepositioned in a large garage and court area, the motorcade team was capable of assembling and lining up within the 15-minute window. Once the U. S. State Department representative and battalion commander were satisfied with the aerial reconnaissance report, a two-vehicle forward security element would launch along the route as an added precaution.

The State Department representative is responsible to inform and advise the VIP on matters of security. This doesn't mean that the VIP will adhere to or like the restrictions. Therefore, you should develop motorcade drills, preposition equipment, conduct communications checks, rehearse and conduct AARs.

2. Stay on the current route until aviation and forward security teams can deviate to the alternate route. A technique is to have numerous reconnaissance routes color-coded with checkpoints. This will provide your team the necessary tool to change on the move. Communications within the team, aviation, state department and battalion are crucial. Single-channel, secure was the preferred technique in-country.

3. This should be a battle drill for the motorcade team. Must report the change in plan to battalion, have the aerial reconnaissance team search for a detour to the traffic jam and have the forward security team attempt to clear the traffic jam. Consider employing the QRF if the crowd warrants. The VIP will get out of the vehicle; have the State Department representative ask the VIP to remain mounted until you have deployed your forces. Seek the high ground to secure from (observation and direct fire) your responsible for site security. Have the linguist (with a bull horn) tell the crowd of people that with their cooperation (by moving back or calming down) the VIP wishes to talk to them. The U. S. State Department team is responsible for the VIP's personal security. While the VIP is speaking to the crowd, your team must find a route through the traffic jam. It is critical to have an open route ASAP and/or a LZ identified.

4. Security through speed for the VIP. The U. S. State Department team should remain with the VIP and exit the area. The military contingent of the team should seek cover and attempt to secure the disabled vehicle. The team commander must determine if the situation warrants attempting to recover the vehicle or whether the team should disengage. The battalion commander should be prepared to employ the QRF, based on the team commanders decision.

### **ROE Limitations and Restrictions:**

*ROE 3: Use all necessary force, up to and including Deadly Force, to defend U. S. Forces, U. S. citizens, or designated foreign nationals against attack or threat of attack. When deadly force is employed, targets will be engaged with observed, deliberate aimed fire.*

## **VIGNETTE 15: UNIT IS CONDUCTING A WEAPONS BUY-BACK PROGRAM**

**SITUATION:** PSYOP teams and radio stations have publicly announced the time and location of your weapons buy-back site. You are located in a GP large tent within a secure area. The local infantry unit is providing you security, and you are responsible for access to the site.

**EVENT(S):**

1. More than 500 reporters arrive at the gate and want to film the buy results.
2. Reporters at the gate start filming local nationals bringing weapons to the site. They immediately leave without turning in their weapons.
3. A fight breaks out at the gate because a group of young thugs are trying to steal a weapon from a woman.
4. Local police arrive at the front gate to disperse the crowd.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Meet with the senior media representative (hopefully PAO can assist), and give them an interior location to film the operation. At any time during the operation that the media hinder your mission, you are authorized to escort them out of the compound. Normally, they will adhere to your instructions; make sure you have a well thoughtout plan.

2. *The intimidation factor of the media in Haiti causes many to shy away from cameras of any type. They fear that their picture will be used by the police in the future.* You should try to position the media at a distance and lessen the impact of their presence. Consider employing the linguist within the crowd to asses the crowd and assure them that they are helping their country become a democracy by turning in their weapons.

3. Use the graduated response techniques for a crowd. *Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.*

4. Report to higher HQ ASAP. Use the speaker team and linguist to gain contact with the police OIC. Inform the police that their services are not needed and thank them. If they persist, the commander should request IPM assistance to have the police leave the area. *NOTE: To date, the local police presence has had a negative impact on just about any given situation. The general population will not come forward with weapons or information when the police are present. This may change in the future, but should be considered during planning.*

### **ROE Limitations and Restrictions:**

*ROE 4: Members of the military, police or other armed persons may be stopped, detained, and, if necessary, disarmed if they appear to threaten essential civic order.*

## **VIGNETTE 16: MP COLLOCATE AND WORK WITH HAITIAN POLICE**

**SITUATION:** Your team is collocated with the 22d Haitian Police Company. You are to assist with static security of the police compound and area presence patrols. You are responsible to prevent human rights violations by the local police by setting the example or direct intervention. The intent is to show the police what a professional police force looks like, how it acts, and how it treats citizens. The public must feel safe and perceive that we are training the police, not protecting them and condoning their past indiscretions.

### **EVENT(S):**

1. A small crowd forms at the front gate of the compound. A local store owner has brought a male teenager (who has been beaten) to the gate and has accused him of raping his daughter. The police drag the boy to an eight-foot pole in the compound and tie the boy to the pole and start to beat him with their canes. The store owner and the boy's family are watching.
2. A large crowd forms at the front gate of the compound. During the confusion, one military police officer is grabbed by the crowd and is being severely beaten by the crowd.
3. While on patrol, the local police stop at a favorite coffee shop. When they finish their coffee, they leave without paying. The shop owner complains to the senior Haitian police officer. The police officer responds by striking the shop owner across the face with a night stick and walks away.
4. While on a mounted patrol, the lead civilian police vehicle strikes a woman crossing the street. The patrol continues and fails to stop at the scene.
5. While on a dismounted patrol, a local woman approaches the patrol and says that a male has been trying to rape her. The civilian patrol leader does not respond. The woman persists and the patrol leader says that it is her fault because of how she dresses and acts.

## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. The first step to preventing this type of action is to have established ground rules with the civilian police chain of command before you start combined operations. You must be firm and direct with them at all times; they will respect you for it. You must establish guidelines for what you will and will not condone. You must tell them what your response will be if they violate those guidelines. Finally, you must consistently enforce these guidelines or you stand to lose all credibility with the police and the public.

Once again, you must develop a set of graduated responses for this situation. The following is a list of some that have been used in-country to date:

- a. Physical presence at the scene.
- b. Tell them that when you say stop and blow your whistle (signal for other U. S. MP that there is a situation), you will take responsibility for the situation. Their action is to stop, step back and assist as needed.
- c. If they don't respond to stop, physically place yourself in front of the senior police officer and order him to make them stop.
- d. If the senior police officer fails to give the order to stop, apprehend the senior police officer.
- e. If the senior police officer fails to give the order to stop:
  - (1) Physically separate the police and the civilians (if sufficient U. S. MP are present); possibly use night sticks.
  - (2) Employ pepper spray.
  - (3) Unholster side arm.
  - (4) Fire rounds in the air.
  - (5) If loss of life is imminent, use of deadly force is authorized.

2. Employ graduated response for crowd control and attempt to recover the police officer. It is important to tell the crowd that your mission is to serve and protect, you are trying to train the police and retribution will not be tolerated by anyone. If this situation occurs, the senior leadership must speak to local and district leaders to get the word out on our intent. PSYOP teams should conduct an information campaign in support of this MP team.

3. Employ techniques listed above, and administer first aid. Insist that the officer be reprimanded by the police chain of command and that the police chief visit the scene and apologize for the actions of his officer.

4. You stop and perform first aid and evacuation as needed. This situation shows the need for an area MP QRF and how important it is to be integrated (to include cross level in the vehicles) to control their actions. If you cross level within the convoy, you can force the vehicle to stop.

5. Inform the policeman to "stop" and take charge of the situation and train him through your actions.

*NOTE: Most of these Haitians truly do not understand their role as a police officer. It is important to take every opportunity to train and teach them while in their garrison or on patrol. You should make an A AR after every mission and, when they are successful, it is advantageous to provide them with positive feedback.*

### **ROE Limitations and Restrictions:**

*ROE 4: Members of the military, police or other armed persons may be stopped, detained, and, if necessary, disarmed if they appear to threaten essential civic order.*

*ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.*



## **VIGNETTE 17: MP RUN A DETAINMENT FACILITY**

**SITUATION:** The civilian government is not prepared to take responsibility for detainees from U. S. forces. You are in charge of 145 detainees who are accused of political, military and civil crimes.

**EVENT(S):**

1. An American lawyer arrives at your front gate and demands to see her client. She also demands a trial/hearing and release.
2. A fight breaks out in the facility. During the fight, three prisoners are wounded. One of the wounded prisoners is an American citizen.
3. A political prisoner's wife comes to visit her husband. When she leaves, she tries to bribe one of the MP to provide her husband a pillow.

## **POSSIBLE SOLUTIONS**

**EVENT(S):**

1. You need to take her name (get her card) and find out how to locate her locally and report to higher HQ. She has a right to see and speak with her client. You need to then refer her to the JAG office in the Joint Operations Center.
2. Stop the fight, separate the individuals, perform first aid and evacuate as needed. According to the medical ROE, both of these individual are eligible for U. S. medical assistance. Employ prisoner escort by SOP.
3. Report your situation to higher HQ, go to full alert (be prepared, this could be a diversion), request medical support and secure the site. Perform first aid as required. Higher HQ should arrange for medical support and alert the civilian hospitals and police. Assist the police to get statements as needed.

**ROE Limitations and Restrictions: None.**

## **VIGNETTE 18: AERIAL RECONNAISSANCE**

**SITUATION:** Your sector is in a densely populated area within the city. Your mission is to report traffic conditions, crowd formations and conditions of roads in the area of operations.

**EVENT(S):**

1. You see a large crowd of people around a warehouse. They appear to be running in and out of the warehouse.
2. You observe a vehicle run through a checkpoint without stopping.
3. You observe a large crowd of people chasing three men. They enter an open field, and the crowd surrounds them.



## **POSSIBLE SOLUTIONS**

### ***EVENT(S):***

1. Report what you see; do not jump to conclusions. Large crowds are very common in Haiti. This does not necessarily mean that something negative is about to happen. Continue to observe and report on the crowds activities. ***If something is wrong, your presence will normally cause it to stop.***

2. Report and pursue; the ground forces will have a difficult time pursuing the vehicle. Alert another unit in proximity of the fleeing vehicle to intercept it. The best soldiers to perform this function are the MP. Establish communications with the ground force (through your headquarters or directly) and assist in the apprehension.

3. Report what you see, establish contact with a ground unit in the area and use your presence as a deterrent. Make sure the crowd sees your helicopter. If you cannot intimidate them and the terrain permits, rotor-wash the crowd. Continue to buy time for the ground force, and use your presence as a deterrent.

***NOTE: It is important for all aircraft performing this type of mission to understand the locations, types and radio frequencies of the ground forces in sector.***

### **ROE Limitations and Restrictions:**

***ROE 6: Necessary and proportional force is authorized to control disturbances and disperse crowds threatening essential civic order.***

## **APPENDIX A: GRADUATED RESPONSES**

### ***CROWD CONTROL***

- 1. Leaflets**
- 2. Linguist**
- 3. Abn Speaker Team**
- 4. Bull Horns**
- 5. Dry Erase Boards on 2x4s**
- 6. Loud Noise Speaker Teams**
- 7. Honk Horns**
- 8. Concertina**
- 9. Start Up Vehicles - Rev Engines**
- 10. Use Mechanized Vehicles**
- 11. Take Pictures - Point Out Instigators**
- 12. Employ Dogs**
- 13. Fix Bayonets**
- 14. Civil Disturbance Drill**
- 15. Pepper Spray**
- 16. Show CS Canisters**
- 17. Employ CS**
- 18. Helicopter Wash**
- 19. Shoot Rounds in the Air**
- 20. Employ Deadly Force**

## **APPENDIX A: GRADUATED RESPONSES**

### ***LOOTING***

- 1. Linqvist**
- 2. Abn Speaker Team**
- 3. Loud Noise Speaker Team**
- 4. Employ Dogs**
- 5. Fix Bayonets**
- 6. Civil Disturbance Drill**
- 7. Pepper Spray**
- 8. Show CS Canisters**
- 9. Employ CS**
- 10. Helicopter Wash**
- 11. Shoot Rounds in the Air**
- 12. Employ Deadly Force**

## **APPENDIX A: GRADUATED RESPONSES**

### ***CORDON AND SEARCH***

- 1. Speaker Team (Linguist)**
- 2. Members of Family and Neighbors**
- 3. Rev Engines (Mech Veh at Door)**
- 4. Have Dogs Bark**
- 5. Inner Cordon - Shouting Commands**
- 6. Helicopter Flyover/Low Hover**
- 7. Employ CS**
- 8. Shoot Rounds in the Air**
- 9. Go in Hot - Break Down Doors**

**APPENDIX A: GRADUATED RESPONSES**  
***TACTICAL TRAFFIC CONTROL POINT (TTCP)***

- 1. Signs**
- 2. Concertina**
- 3. Cameras (Still/Video)**
- 4. Speed Bumps (Sandbags)**
- 5. Nail Boards**
- 6. Mech Vehicle**
- 7. Zig Zag**
- 8. Fix Bayonets**
- 9. Shoot Pepper Spray (Through Window)**
- 10. Shoot Rounds in the Air**
- 11. Shoot to Disable Vehicle**
- 12. Use of Deadly Force**

## APPENDIX B: RULES OF ENGAGEMENT DILEMMA TRAINING

*Receive Sniper Fire*

*Large Crowd Approaches, Intentions Unknown*

*Large Crowd Approaches, Appears Jubilant*

*Large Crowd Approaches, Appears Angry*

*Rocks or Bottles Thrown from Unknown Location*

*Rocks or Bottles Thrown from Observed Person*

*In-Process Crime Against a Person (Serious Bodily Harm or Death May Occur)*

*In-Process Crime (Arson, Looting, Destruction) Against Civilian Facility*

*In-Process Crime (Arson, Looting, Destruction) Against JTF-Protected Facility*

*Imminent Harm to You*

*Person Observed with Weapon*

*Access to Key/Vital/Designated Facility Requested*

*Come upon Civilian Casualty*

*Civilian Casualty Brought to Your Guard Post*

*Come upon Fire (Arson Type)*

*Receive Appeal for Medical Assistance*

*Criminal Is Apprehended*

*Drive-By Shooting*

*Civilians Taunting Us from Vehicles*

*Civilians Taunting Us from Crowd*

*Civilians Laying down in Front of Moving Vehicles*



*APPENDIX B (Cont)*

*Civilians Laying down in Front of Moving Foot Patrol*

*Civilians Refusing to Move from in Front of Foot Patrol*

*Loss of All Communications*

*Press Interference with Mission Accomplishment*

*Civilian Vigilantes Observed (Not Committing a Crime)*

*Civilian Vigilantes Observed (Committing a Crime)*

*Gang Fight Observed*

*Civilian Approaches Unit and Volunteers Information on Enemy*

*Activity, Weapons Cache, or Possible Ambush*

*Hand Grenade Thrown into a Crowd*

*Clandestine Surveillance Observed*

*Overt Surveillance Observed*

*Armed Civilians Appear to Be Guarding Their Property*

## **APPENDIX C: COMMON PEACE OPERATIONS TASKS**

There appears to be three categories of tasks that are common to peace operations: Collective tasks that are unique to peace operations, tasks that are normal wartime tasks that must be performed under significantly different conditions, and leader and staff tasks that are unique to peace operations. Following is the CALL task list:

### **A. Tasks Associated with Peace Operations:**

- Establish a Lodgement
- Defend a Lodgement
- Conduct Quick Reaction Force (QRF) operations
- Secure a route
- Secure/operate a checkpoint or access control point
- Escort a convoy (military and nonmilitary)
- Secure a facility (building, airfield, port, etc.)
- Separate Belligerents
- Control/disperse crowd
- Apprehend/detain noncombatants
- Control refugee movement
- Use/employ ROE
- Enforce cease fire
- Project show of force
- Perform noncombatant evacuation
- Escort a VIP
- Close quarter combat techniques
- Cordon and search operations

## **APPENDIX C (Cont)**

### **B. Tasks that "carry over" from wartime tasks:**

- Employ fire support
- Emplace obstacles
- Clear obstacles
- Conduct Tactical Road March
- Conduct Route Reconnaissance
- MOUT
- Patrol mounted
- Patrol dismounted
- Establish/Maintain observation post
- Countermining operations

### **C. Leader/Staff Tasks Associated with Peace Operations:**

- Liaison with host nation, humanitarian agencies, government and nongovernmental agencies and coalition forces
- Plan/Conduct humanitarian aid missions
- Negotiate an allied or hostile checkpoint/roadblock
- Conduct a press interview
- Conduct negotiations (with and without interpreter)
- Plan/employ Civil Affairs augmentation team
- Intelligence preparation of the battlefield in OOTW
- Logistics planning in OOTW
- Plan/employ engineer support in OOTW
- Plan/employ MP support in OOTW
- Interpret/enforce ROE