

long-term internal development programs; and training paramilitary or self-defense forces to include tactical operations, populace and resources control, intelligence, civil affairs, and PSYOP. Internal development activities initially may include such areas as health and education.

■ **COMPLETION STAGE.** This stage entails continuing development stage activities, transferring control to appropriate civil agencies, and expanding operations to adjacent areas.

URBAN AREA OPERATIONS

Operations in an urban environment require different emphasis and different techniques than those in rural areas. The presence of many people and the characteristics of the area will influence both insurgent and government operations. Armed forces may be required to reinforce police in combating riots and disorders provoked by the insurgents. Tactical operations may be necessary if the insurgents take direct action to seize urban areas or critical installations within them. FM 90-10 addresses tactical operations in urban areas. FM 19-15 addresses civil disturbances.

The population density requires emphasis on the use of nonlethal weapons and the careful use of weapons of destruction when the application of force is necessary. The application of the "minimum essential force" to minimize the loss of life and destruction to property requires detailed planning, coordination, and control.

Covert insurgent activity is extensive in urban areas. The government must emphasize intelligence and police operations to counter clandestine organizational, intelligence, logistical, and terrorist activities.

IDAD operations in urban areas may be part of a consolidation campaign.

Urban areas are critical and require a continuing IDAD effort whether or not they are included in a specific campaign. Military forces should participate in IDAD planning and operations in urban areas during all phases of insurgency to be prepared to assist other national security/law enforcement agencies if situations requiring military forces develop.

OPERATIONAL ENVIRONMENT.

- **CHARACTERISTICS.** An urban area normally includes:
 - A large, concentrated population.
 - Government facilities.
 - Industrial complexes.
 - Communications facilities.
 - Transportation terminals.
 - Storage facilities.