A special thanks is in order for RAND’s co-hosts of the 1999 conference: the men and women of the United State Marine Corps Warfighting Lab and those of the Joint Staff’s J8 Urban Working Group. Notable in their support were Lieutenant Colonel John Allison, Lieutenant Colonel Larry Corbett, and Corporal Cullen Waters of the Warfighting Lab, and Lieutenant Colonel Duane Schattle and Mr. Steve Marsh, J8 Urban Working Group.

For the second consecutive year, the success of the conference was very much due to the extraordinary efforts of Donna Betancourt, Director of Operations, Army Research Division, RAND Arroyo Center. Others who helped with major and minor elements of coordination, and were therefore invaluable to the event’s success, include Sandy Dougharty, Phyllis Switzer, and Susan Tribotti. As always, notable thanks are due to the woman who responded to all urgent requests and ensured critical tasks were never allowed to escape completion: my secretary, Mary Aguilar.

The entire substance of the conference was attributable to the excellent presentations of the gentlemen whose names appear in the first appendix. Without these speakers’ time, effort, and willingness to take on the tough problems that continue to confront our armed services in the urban operations arena, there could have been no forum for this valuable joining of men and women interested in assisting the nation as it seeks solutions. MAJ Bob Ellithorpe is deserving of special thanks for his coordinating the Assistant Commandant of the Marine Corps’ presentation. To LTG Patrick Hughes, Gene Baumgartner, and all others with the Defense Intelligence
Agency who assisted in providing facilities and support at Bolling Air Force Base, RAND, the Marine Corps Warfighting Lab, and the J8 Urban Working Group express their appreciation.

The timely fashion in which this document was released and the fine quality of its presentation are entirely attributable to four highly skilled and extraordinarily dedicated women, the most able Nikki Shacklett, the superbly talented Pamela Thompson, the supremely patient Ann Deville, and the indefatigable Patrice Lester. The fine cover is once again in large part the product of work by artists Ronald Miller and Peter Soriano. Rod Sato’s artwork in support of the conference proper lent much to its professional presentation. A thanks to Paul Murphy for overseeing the entire art and editorial process.

The RAND Arroyo Center’s urban operations studies are very much a team effort. The editor thanks each team member for his or her help during the preparation and conduct of the affair: MAJ Geri Cherry, Sean Edwards, Scott Gerwehr, LTC Ernst Isensee, John Matsumura, Dr. Randall Steeb, and Jamie Studebaker. Others who assisted at key junctures were Dr. Lois Davis and LtCol Ken Gardiner. The team thanks Dr. David Chu for his graciously opening the event and assuming the role of primary host.

The editor also recognizes the professionalism and dedication of this document’s reviewers. Robert Howe of RAND and LTG Ron Christmas (USMC, ret.) both provided valuable observations and comments of service to our readers.