CHAPTER 1
INTRODUCTION

This chapter discusses the definitions, training strategy, prerequisite training, individual task training, and collective task training.

1-1. DEFINITIONS

The following includes some definitions of urban operations:

a. **Full Spectrum Operations**. Full spectrum operations include offensive, defensive, stability, and support (ODSS) operations. Missions in any environment require Army forces to conduct or be prepared to conduct any combination of ODSS operations.

b. **Urban Operations**. The urban operations (UO) are operations planned and conducted in an area of operations (AO) that includes one or more urban areas. Army forces normally conduct full-spectrum UO in urban environments. Often, the rules of engagement (ROE) and use of combat power are more restrictive than in other environments.

c. **Urban Area**. An urban area is a topographical complex where manmade construction or high-population density is the dominant features. The five categories of urban areas:

- Villages (population less than 3,000).
- Towns (population of 3,000 to 100,000).
- Cities (population over 100,000 to 1 million inhabitants).
- Metropolis (population over 1 million to 10 million inhabitants).
- Megalopolis (population over 10 million).

Brigades normally bypass, move through, defend from, and attack objectives within villages. Brigades normally participate in UO in towns, cities, metropolises, and megalopolises as part of a larger force.

d. **Urban Operations Under Precision Conditions**. Under precision UO conditions, either the enemy is so thoroughly mixed with noncombatants or political considerations are such that the use of more highly restrictive ROE and different tactics, techniques, and procedures (TTP), may be required during the execution of UO. Conventional Army forces routinely conduct UO under precision conditions.

e. **Urban Operations Under High-Intensity Conditions**. These conditions include combat operations against a determined enemy occupying prepared positions or conducting deliberate attacks against friendly forces. High-intensity UO require the synchronization of the full combat power of the joint combined arms team. Conventional Army forces must always be prepared to conduct UO under high-intensity conditions.

1-2. TRAINING STRATEGY

Urban terrain and environmental conditions challenge the trainer. The UO training strategy integrates live, virtual, and constructive training (Figure 1-1, page 1-2). Live, virtual, and constructive training is based on the unit's METL. The live environment consists of home station training using the urban operations facilities (Urban Assault Course [UAC], SH, battle force [BF], combined arms collective training facility [CACTF]), Combat Training Centers (CTC) rotations, and any other live training that supports the UO collective tasks list. The virtual environment consists of simulators such

as close combat tactical trainer (CCTT) or engagement skills trainer (EST) used to train small-unit leaders and crews. The constructive environment consists of battle staff training for battalion and above staff and leaders such as joint conflict and tactical simulation (JCATS)/OneSAF.

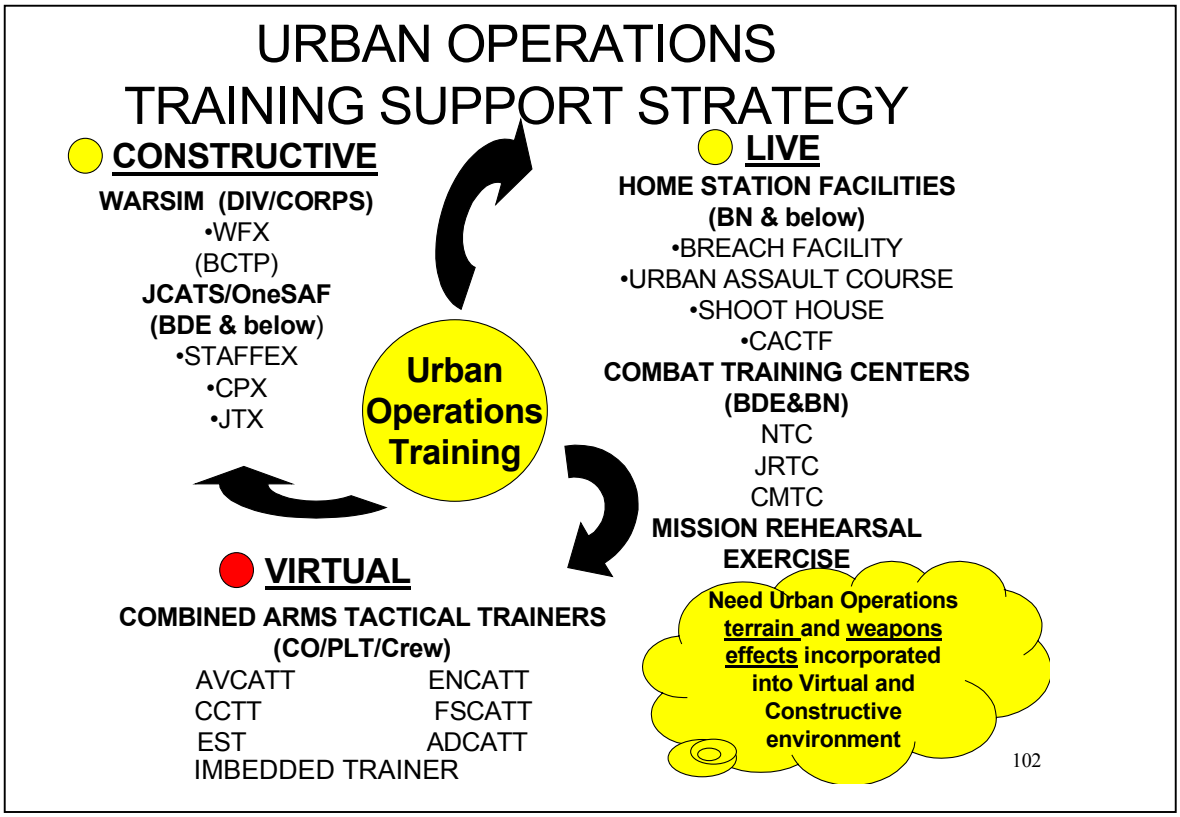

Figure 1-1. Live, virtual, constructive training support strategy.

FMs 25-100 and 25-101 explain how to determine a unit's METL and battle tasks, and how to plan, provide resources for, and execute training events. Due to limited training facilities, it is important that leaders use all available assets to train and maintain combat readiness. Specific FMs, TCs, and ARTEP MTPs provide the TTPs and standards to conduct and evaluate training. A complete training program emphasizes initial, intermediate, and culminating UO training (Figure 1-2).

a. **Initial Training**. This training is the first step in the building-block approach and sets the basis for unit or collective training. Mastery of individual and crew skills is an essential precondition for UO training. Initial-UO training includes but is not limited to precision marksmanship, EST, crew simulators and CCTTs.

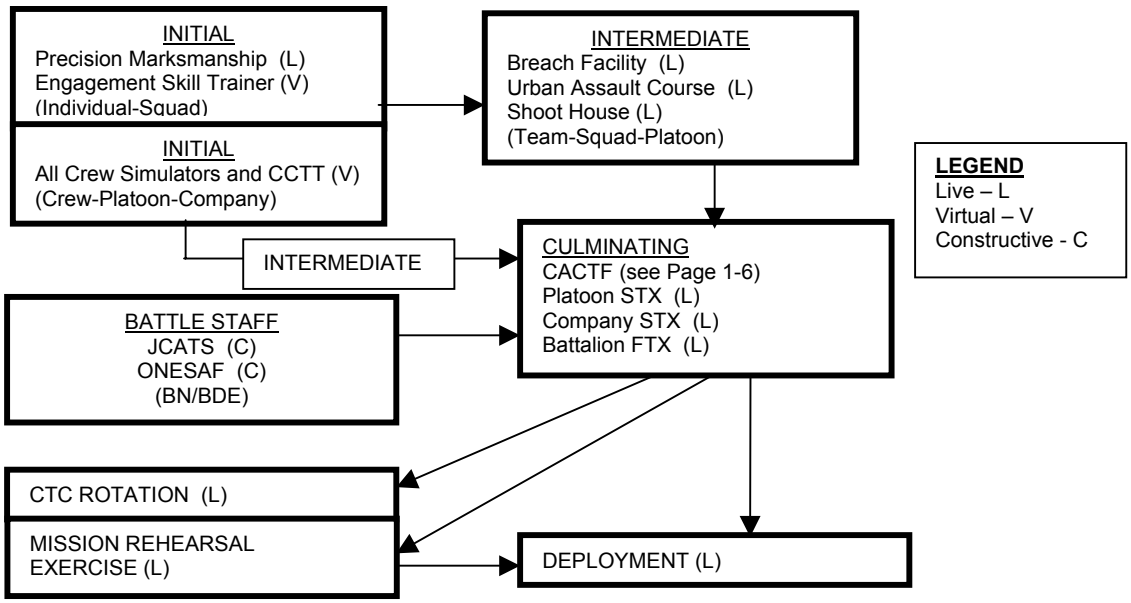

Figure 1-2. Urban operations strategy—live, virtual, and constructive training.

b. **Intermediate Training**. This phase of training is characterized by unit collective training and leaders varying the training conditions (limited visibility, different entry techniques, different entry points, use of combatants and noncombatants, OPFOR, MILES, and live-fire exercises) under which tasks are performed. Collective task training is the critical link between individual tasks and mission accomplishment. Intermediate training should be conducted at, but is not limited to, the breach facility, live-fire shoot house, and UAC. Figures 1-3 through 1-6 show the design and the purpose for each of these facilities.

(1) ***Breach Facility***. The purpose of this facility is to train soldiers on the technical aspects of the breaching techniques (Figure 1-3). This facility is used to train TTPs, mechanical, ballistic, thermal, and explosive techniques.

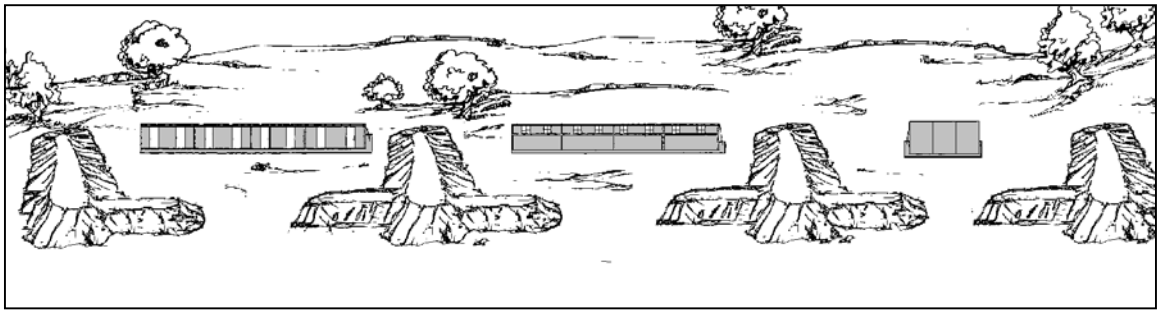

Figure 1-3. Breach facility.

(2) ***Shoot House***. The purpose of this facility is to provide the leader with a facility to train and evaluate fire teams, squads, and platoons during a live-fire exercise

(Figure 1-4). Units are trained and evaluated on their ability to move tactically and engage targets, while practicing target discrimination in an urban environment.

NOTE: The specific design of the shoot house and all other facilities may differ based on unique training requirements at different installations.

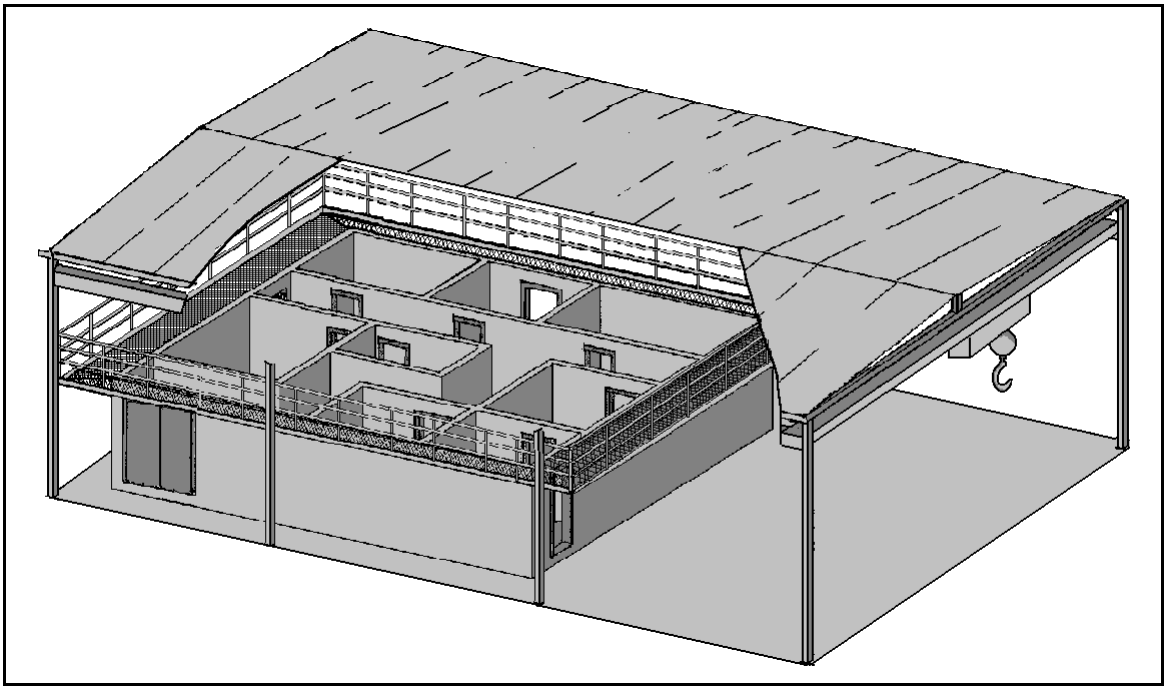

Figure 1-4. Shoot house.

(3) ***Urban Assault Course***. The purpose of the UAC facility is to train squad-size units using the task Enter a Building/Clear a Room, grenadier gunnery, and subterranean TTPs. However, the unit's training requirements determine the size of the unit and the tasks to be trained. The unit develops its organizational structure and steps for conducting the exercise based on its METL and on their training needs (Figure 1-5).

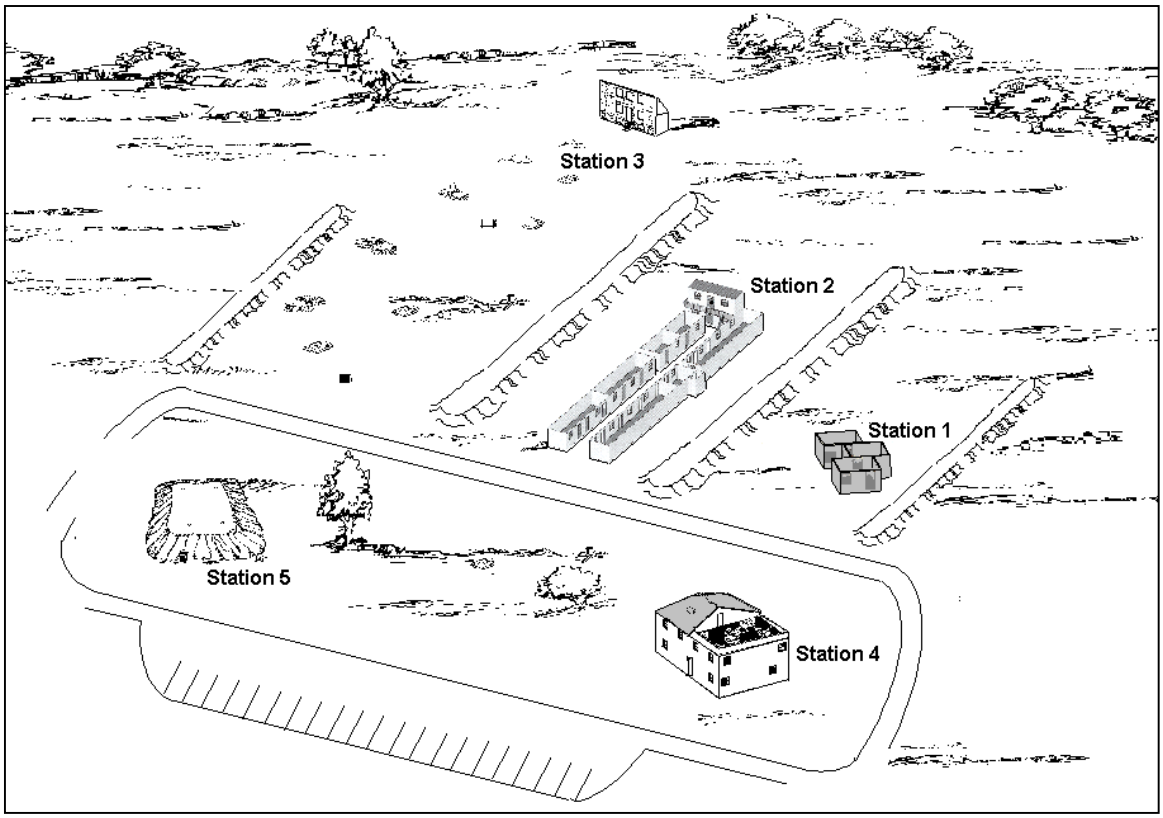

Figure 1-5. Urban assault course.

c. **Culminating Training**. During this phase of training, multiechelon, combined arms, and branch specific STX training may be conducted. Culminating training is conducted at the CACTF (Figure 1-6, page 1-6).

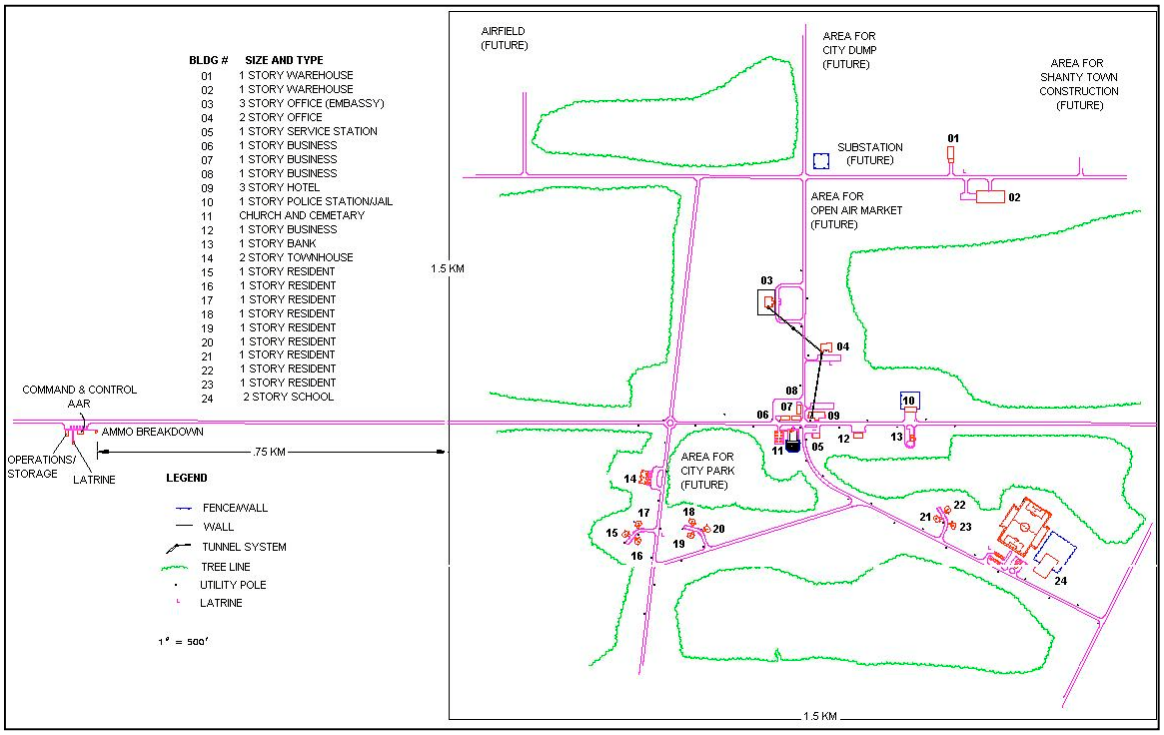

Figure 1-6. Combined arms collective training facility.

d. **Conduct of Training**. Depending on unit proficiency, every training event should follow a crawl-walk-run sequence, based on clearly defined standards.

(1) ***Crawl***. The trainer explains each training objective and performance standards, and then talks the soldiers through the exercise, step by step, describing what each individual or unit must do. This training often includes a demonstration.

(2) ***Walk***. The soldiers slowly practice each task to standard. Trainers coach soldiers at this stage stopping as often as needed to correct mistakes and provide feedback. Soldiers practice each task repeatedly until they can perform it to standard.

(3) ***Run***. Soldiers perform each task at full speed as if they are in combat. The soldiers need feedback during this stage as well. The following can be used to enhance realism:

- Blank ammunition.
- Special effects small-arms marking system (SESAMS).
- Short-range training ammunition (SRTA).
- Service ammunition.
- Targetry.
- Pyrotechnics.
- Tactical engagement systems (MILES).
- Opposing forces (force on force).
- Nuclear, biological, and chemical simulation/weapons of mass destruction.
- Training in limited visibility conditions.

e. **After-Action Review**. Leaders conduct an after-action review (AAR) after each training event to help soldiers and units improve their skills by providing immediate feedback. An AAR increases the benefits gained from each training exercise by allowing the leader and soldiers to work together to analyze the performance of each task. Being involved in this analysis enables the soldiers to learn and retain more than they would if they were simply critiqued. An AAR improves the performance of soldiers, leaders, and unit tasks and provides the commander with information and insight that he needs to evaluate training.

1-3. PREREQUISITE TRAINING

Prerequisite training teaches individuals, crews, units, leaders, and command and staff what they need to know before they can perform a task. Prerequisite training builds teamwork at all levels.

a. **Command and Staff Training**. The battalion battle staff and leadership must train themselves before the execution of battalion collective training. The battalion command and staff culminates their prerequisite training with UO tactical exercise without troops (TEWTs) and UO command post exercises (CPXs). This procedure helps develop urban operations TTPs and unit standing operating procedure (SOP).

b. **Leader Training**. A comprehensive leader's training program is the key to successful UO training. Time spent teaching battalion leaders (trainers) during the planning and preparation phase pays dividends during the intermediate and culminating phases of training. Leader's training compliments institutional instruction (Basic and Career Officer Course, Basic Noncommissioned Officer Course [BNCOC], or Advanced Noncommissioned Officer Course [ANCOC], of current UO doctrine [FM 90-10 and FM 90-10-1], and unit knowledge based on experience and prior training events). Recommended subject areas include threat analysis, urban area and building analysis, weapons effects on urban structures, urban attack and defense, UO TTP, STP, and SOP development.

c. **Individual Training**. Many urban-specific tasks and skills can be trained, sustained, and maintained in a barracks environment. Other tasks can be trained at local UO facilities, and weapons ranges. The unit should focus on three general areas for preliminary training; urban combat skills, urban marksmanship skills, and physical fitness.

(1) The following are examples of preliminary training tasks and or TTPs:

- Individual movement techniques.
- Battle drills.
- Weapon positioning in an urban area.
- Roadblock and vehicle search procedures.
- Dismounted and mounted urban navigation.
- Urban scanning techniques.
- Quick fire techniques.
- Assault fire techniques.
- Hasty urban firing positions.
- Prepared urban firing positions.

(2) Prior to urban collective training cycle, trainers can develop urban-specific firing conditions in conjunction with weapons firing ranges. Build facades on existing ranges, or use the unit's local UAC (if available). Urban combat skills include:

- Firing positions behind rubble, around corners, from windows or rooftops.
- Urban targets behind rubble, in windows and doorways.
- Fire commands.
- Lifting and shifting fires from lower to upper story windows.
- Fire control and fire discipline.
- Rapid firing engagements.
- ROE firing scenarios.

(3) Urban physical fitness skills include:

- Endurance runs and upper body conditioning.
- Vaulting exercises.
- Urban-Specific Obstacle Course negotiation.
- Leadership Reaction Course (LRC) negotiation.

1-4. INDIVIDUAL TASK TRAINING

Urban operations require the soldier to be proficient in several individual tasks unique to urban fighting. Additional urban fighting techniques have been developed based on combat lessons learned and on evolving technology.

a. Army doctrine includes three individual urban-specific tasks: ***STP 7-11BCHM14-SM-TG***.

- 071-326-0541, Perform Movement Techniques During MOUT.
- 071-326-0550, Prepare Positions for Individual and Crew-Served Weapons During MOUT.
- 071-326-0557, Select Hasty Firing Positions During MOUT.

b. FM 90-10-1, An Infantryman's Guide to Combat in Built-up Areas:

(1) ***Movement Techniques***.

- Crossing of a wall.
- Movement around corners.
- Movement past windows.
- Use of doorways.
- Movement parallel to buildings.
- Crossing of open areas.
- Fire team employment.
- Movement between positions.
- Movement inside a building.

(2) ***Entry Techniques***.

- Upper building levels.
- Use of ladders.
- Scaling of walls.
- Entry at lower levels.
- Hand grenades.

(3) ***Firing Positions***:

- Hasty firing position.

- Prepared firing position.
- Target acquisition.
- Employment of snipers.

1-5. COLLECTIVE TASK TRAINING

Squads, platoons, and companies train on collective tasks IAW ARTEP MTPs. However, only a few of these tasks specifically address UO; the others must be adapted for the urban environment.

a. Urban-specific tasks at squad and platoon level include the following tasks:

(1) ***ARTEP 7-8-MTP***.

- 07-3-1134, Conduct Tactical Movement (Mech Infantry Platoon).
- 07-3-4141, Clear Built-up Area/Building (Infantry/Mech Infantry Platoon).
- 07-3-1123, Defend Built-up Area/Building (Infantry Platoon/Squad).

(2) ***ARTEP 7-7J-MTP***.

- 71-2-0331.07-3126, Conduct Tactical Movement (Infantry Platoon Mounted).
- 71-3-1110, Clear a Building.
- 71-2-2026.07-3418, Defend Built-up Area/Building (Infantry Platoon Mounted).
- 07-3-4141Clear Built-up Area/Building (Infantry/Mech Infantry Platoon).

b. Urban-specific tasks for the infantry company are as follows:

(1) ***ARTEP 7-10-MTP***.

- 07-2-1134, Conduct Tactical Movement (Infantry Company).
- 07-2-1109, Assault Built-up Area/Building.
- 07-2-1118, Defend Built-up Area/Building (Infantry Company).
- 07-2-1401, Establish a Roadblock/Checkpoint (Infantry Company).

(2) ***ARTEP 71-1-MTP***.

- 71-2-1016.17-00KC, Conduct Tactical Movement.
- 07-5-1097, Clear a Building.
- 71-2-2026.17-00KC, Defend Built-up Area.
- 71-2-2025.17-00KC, Clear Built-up Area.
- 71-2-2027.17-00KC, Cordon and Search.

c. Urban-specific tasks for the company team and infantry battalions are as follows:

- ***ARTEP 7-20-MTP***.
  -- 07-1-3004, Conduct Tactical Movement (Battalion).
  -- 71-1-2025.07-1164, Clear a Built-up Area.
  -- 71-1-9220.07-1162, Traverse a Built-up Area (Battalion).
  -- 71-1-9262.07-1163, Defend in a Built-up Area (Battalion).

d. Urban-specific tasks for stability and support operations. The following tasks are samples that are listed in *TC 7-98-1*:

- Perform Cordon and Search.
- Search and Attach.
- Checkpoints.
- Disturbance.
- Control Civilian Movement.
- Conduct Platoon Riot Control Formation.

- Apprehend/Detain Noncombatants.

NOTE: See *FM 90-10-1* for a review of additional stability and support operations including but not limited to:
- Conduct Area Security Patrol.
- Conduct Convoy Escort.
- Open and Clear Routes.
- Cordon and Search.

e. The commander uses the battalion integrated training plan to establish the goals of the training density. He focuses on combined arms operations, emphasizing dismounted infantry maneuver. Tanks, BFVs, attack aviation and artillery normally provide supporting fires for the dismounted elements. The CS elements should be integrated at every level to ensure the battalion is prepared to fight as a task force (TF). The battalion CSS system is stressed during UO. The conditions of the urban environment, resupply, casualty evacuation, maintenance, and sustainment should be trained concurrently at every level within the battalion. Frequency of UO training is recommended to be semiannual for the CACTF, shoot house, and breach facility and quarterly for the UAC. Army training calendars are divided into cycles of training; mission, and support. Figures 1-7 and 1-8 below depict how the urban training strategy and facility usage might be programmed into unit cycles.

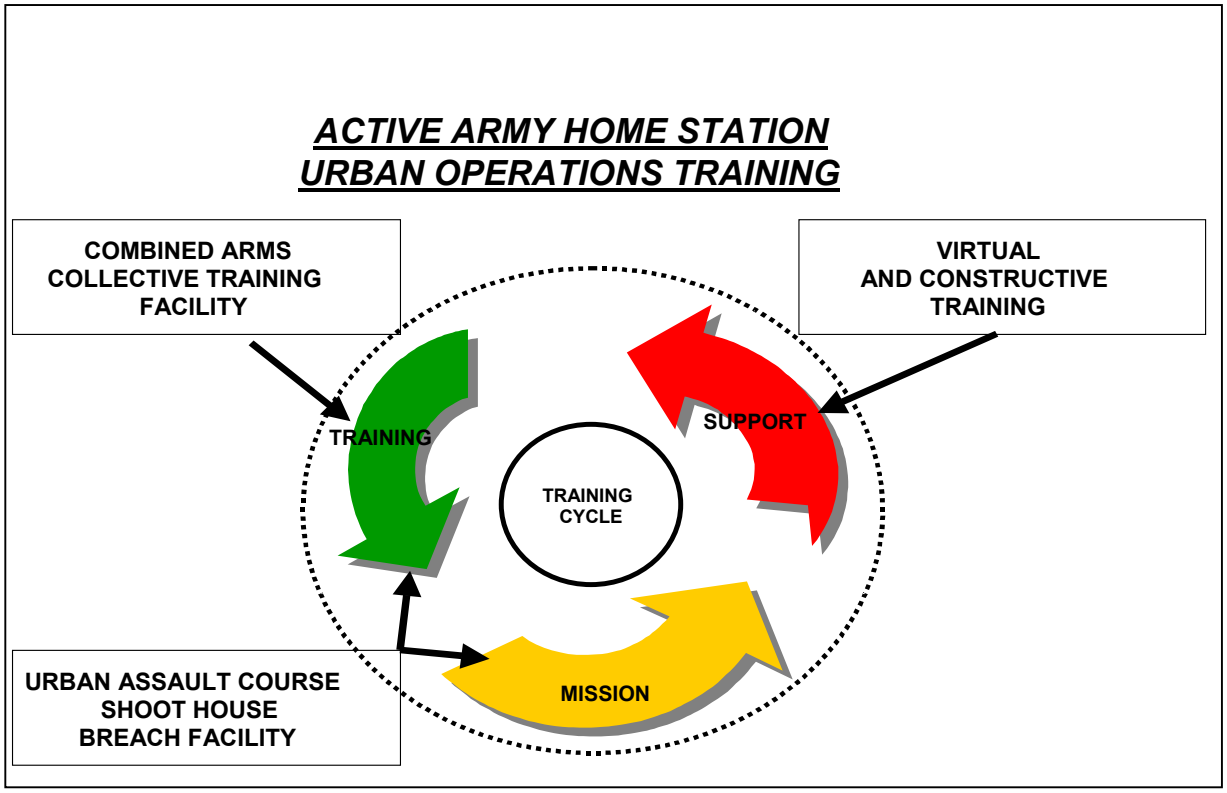

Figure 1-7. Active Army home-station urban operations training strategy.

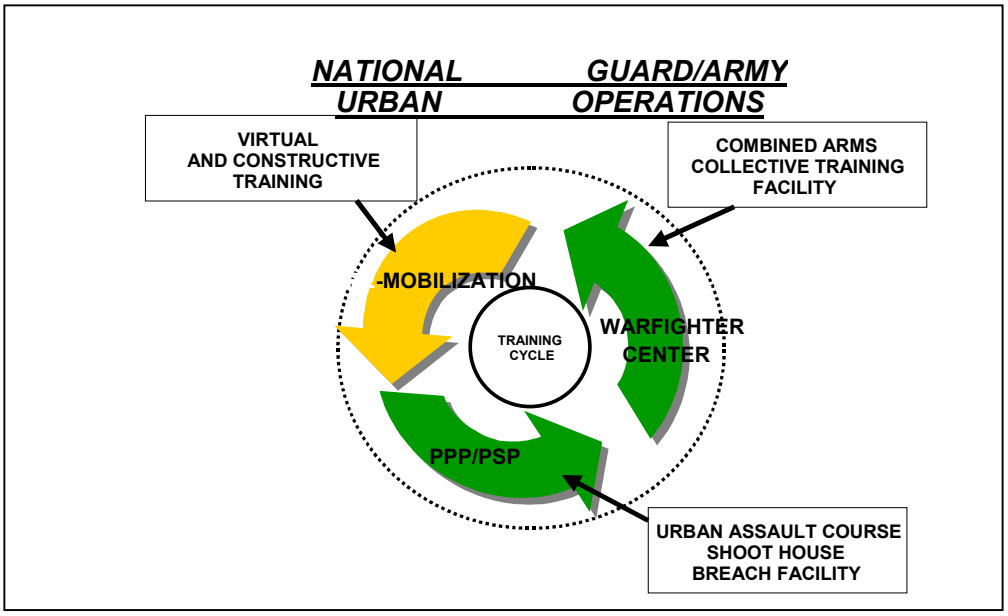

Figure 1-8. Army National Guard urban operations training strategy.

1-6. RISK ASSESSMENT

Risk assessment means making operations safer without compromising the mission (FM 25-101). Commanders continuously assess the risk of training conditions to prevent unnecessary loss of soldiers and equipment. The degree of risk depends on conditions. Just as this principle applies to other training and warfighting, it also applies to UO. In a training situation, for example, commanders determine whether soldiers and leaders have conducted this type of training before, whether conducting initial training at night or during limited visibility, and whether soldiers are tired or exhausted. Risk assessment ensures UO training is not only tough and realistic but also safe. Training enhancers, such as live fire, blank ammunition, simulators, fires, smoke, and other pyrotechnics, must be fully employed to achieve the training objectives. Soldiers are required to wear earplugs, protective vests, and protective eyewear in order to protect themselves from noise and debris.

a. The commander considers risk and safety in urban operations training situations such as:

(1) Soldiers engaging in close combat urban operations need to be safety conscious when using blanks, booby traps, and practice grenades. They may be unaware of the exact location of the OPFOR and may be susceptible to OPFOR flash suppressors, booby traps, and practice hand grenades.

(2) Soldiers may use ladders to enter buildings at upper stories, which creates the potential for dangerous falls.

b. The commander is the safety officer, but soldiers and leaders are responsible for safe training. All leaders must:

(1) Use mission, enemy, terrain, troops, time available, and civilians (METT-TC) factors to identify risks.

(2) Assess possible losses and their costs.

(3) Select and develop risk-reduction measures.

(4) Implement controls by integrating them into plans and orders, SOPs, training performance standards, and rehearsals.

(5) Supervise and enforce risk reduction measures and safety standards at all times.