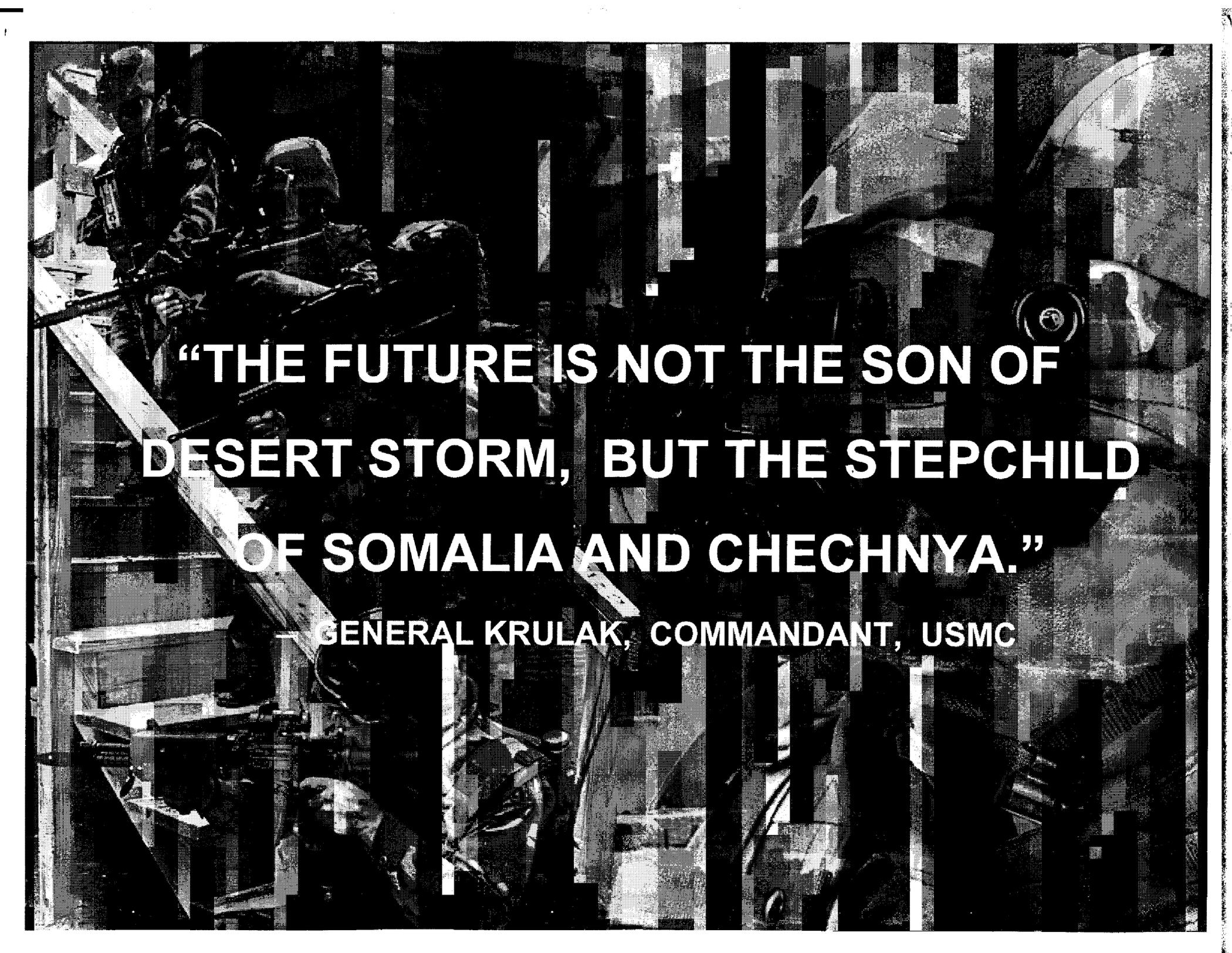


TRAINING
for
MOUT



**“THE FUTURE IS NOT THE SON OF
DESERT STORM, BUT THE STEPCHILD
OF SOMALIA AND CHECHNYA.”**

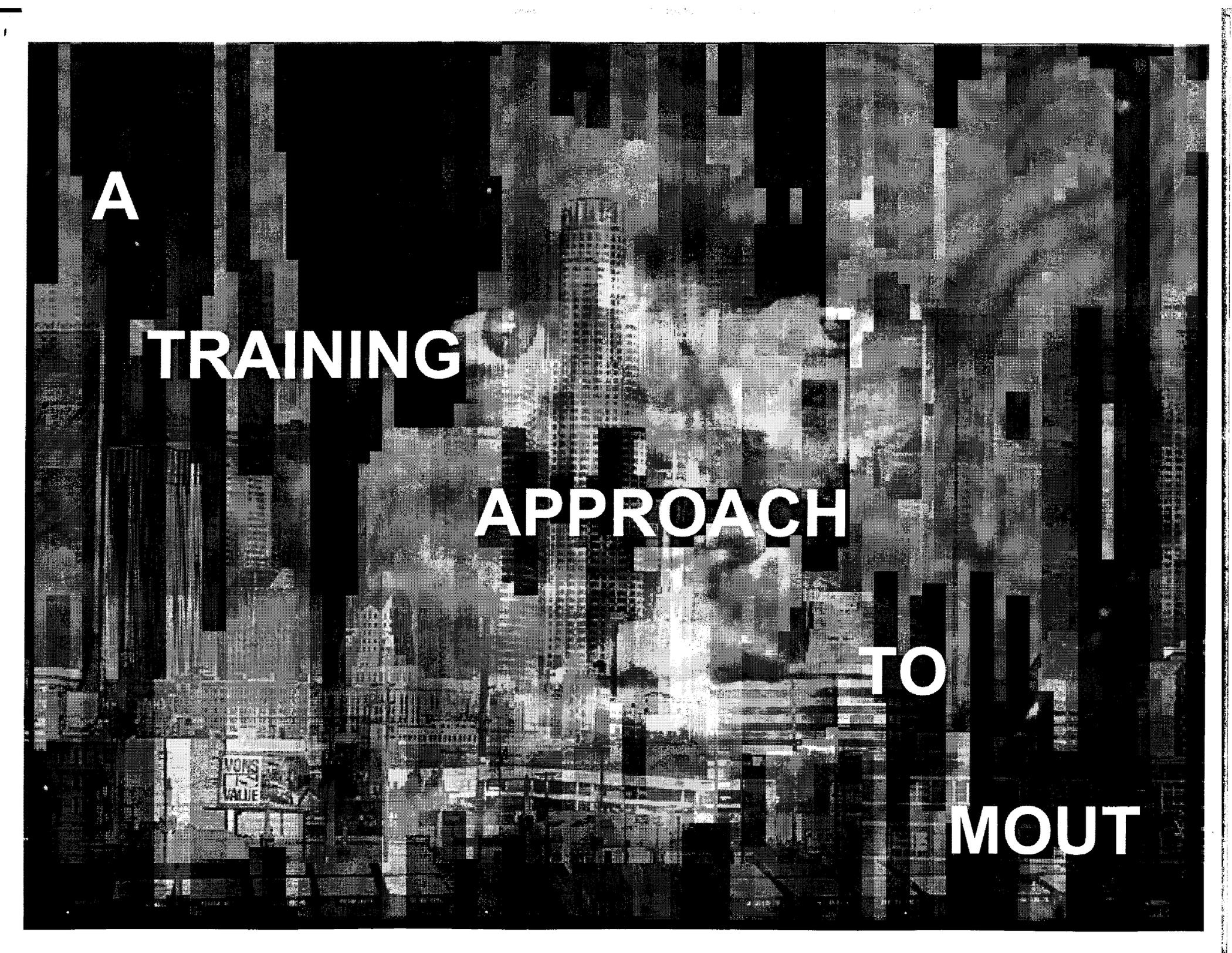
—GENERAL KRULAK, COMMANDANT, USMC



Roger Hewitt

Omega Training Group, Inc.

Vice President



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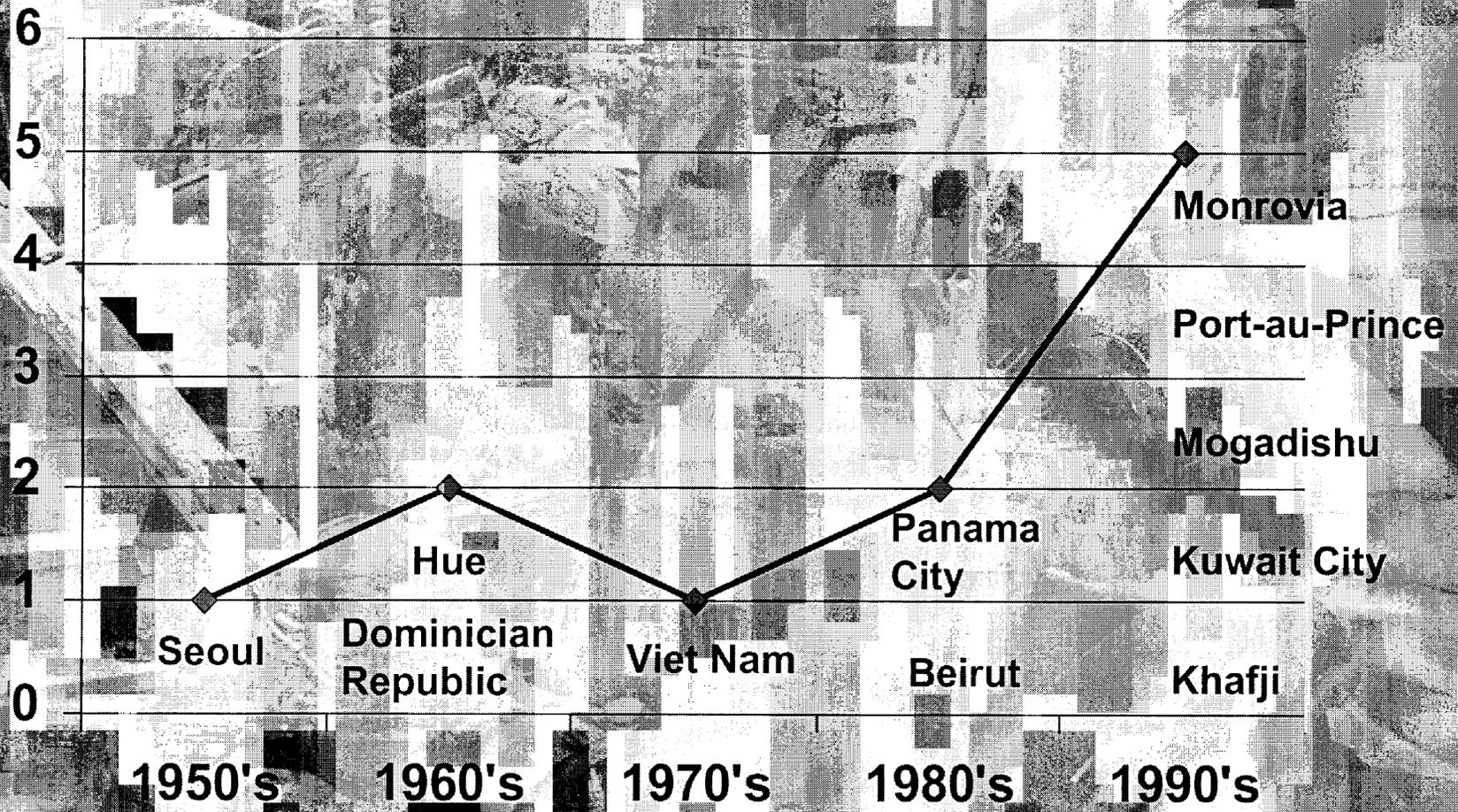
TRAINING

APPROACH

TO

MOUT

URBAN ENGAGEMENT





**Humanitarian
Assistance**

Peacekeeping

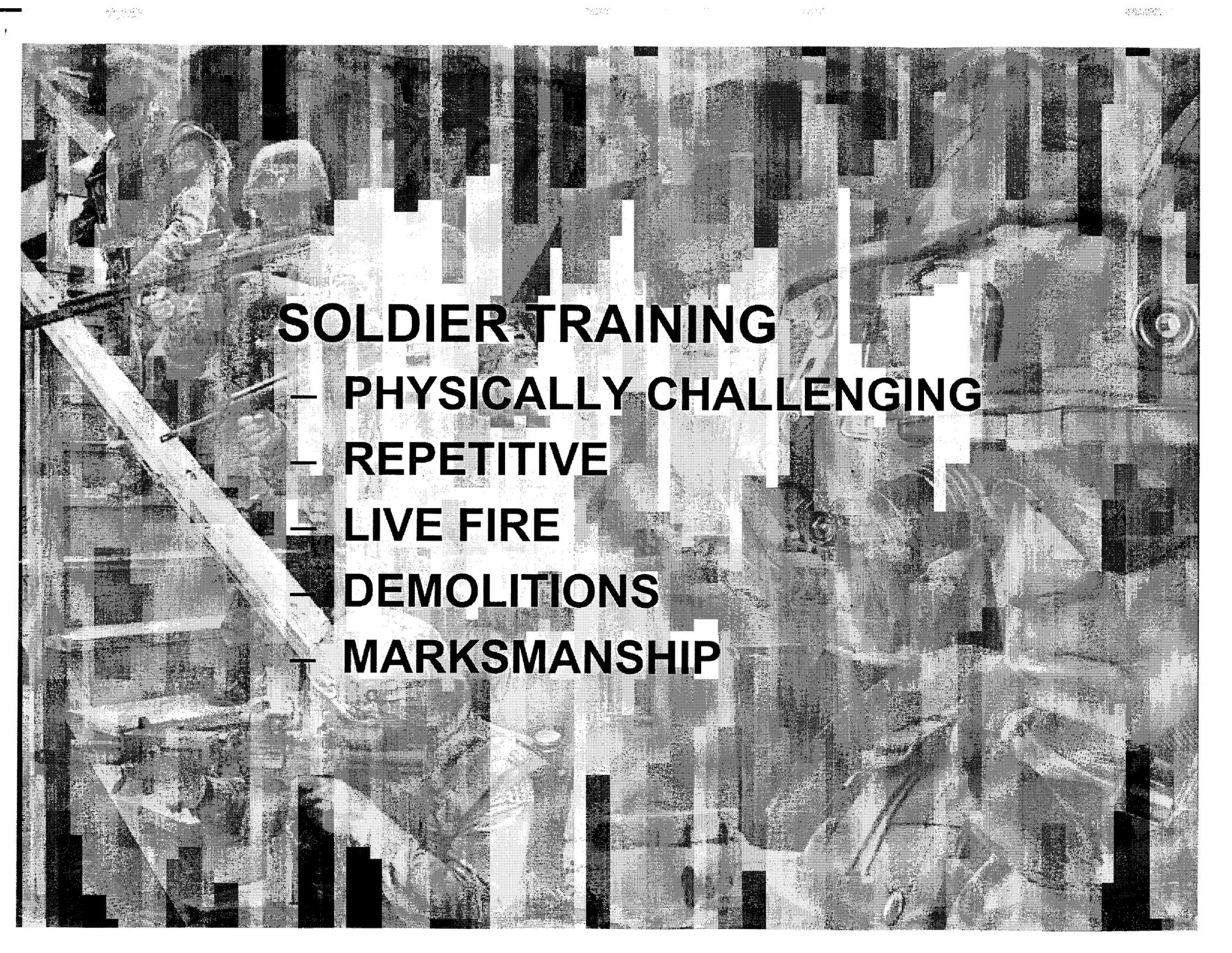
Peace Enforcement

Combat

**Surgical
Precision
High Intensity**

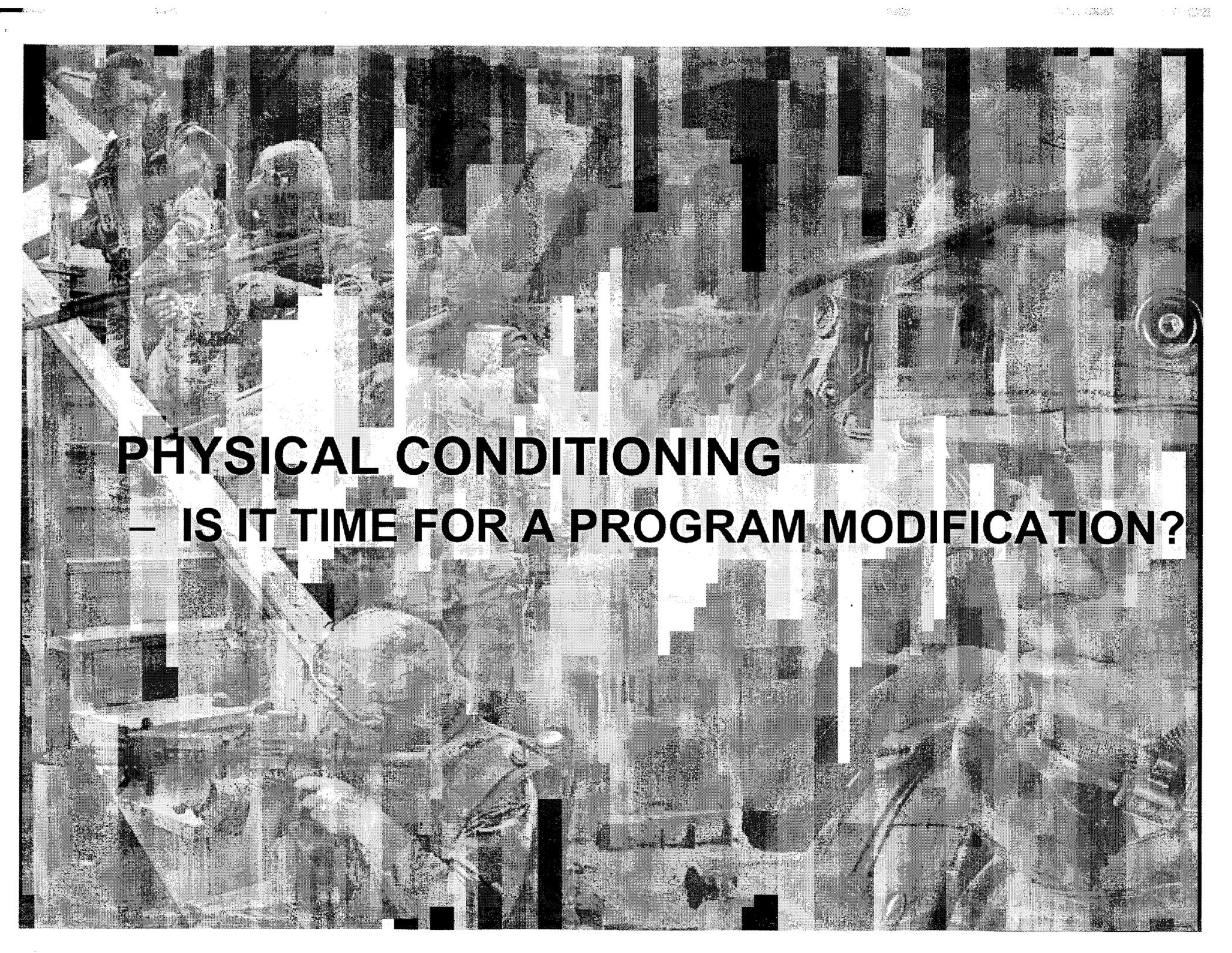


TRAINING DOCTRINE
– **INDIVIDUAL TASKS**
– **T&EOS FOR COLLECTIVE TASKS**



SOLDIER TRAINING

- PHYSICALLY CHALLENGING**
- REPETITIVE**
- LIVE FIRE**
- DEMOLITIONS**
- MARKSMANSHIP**

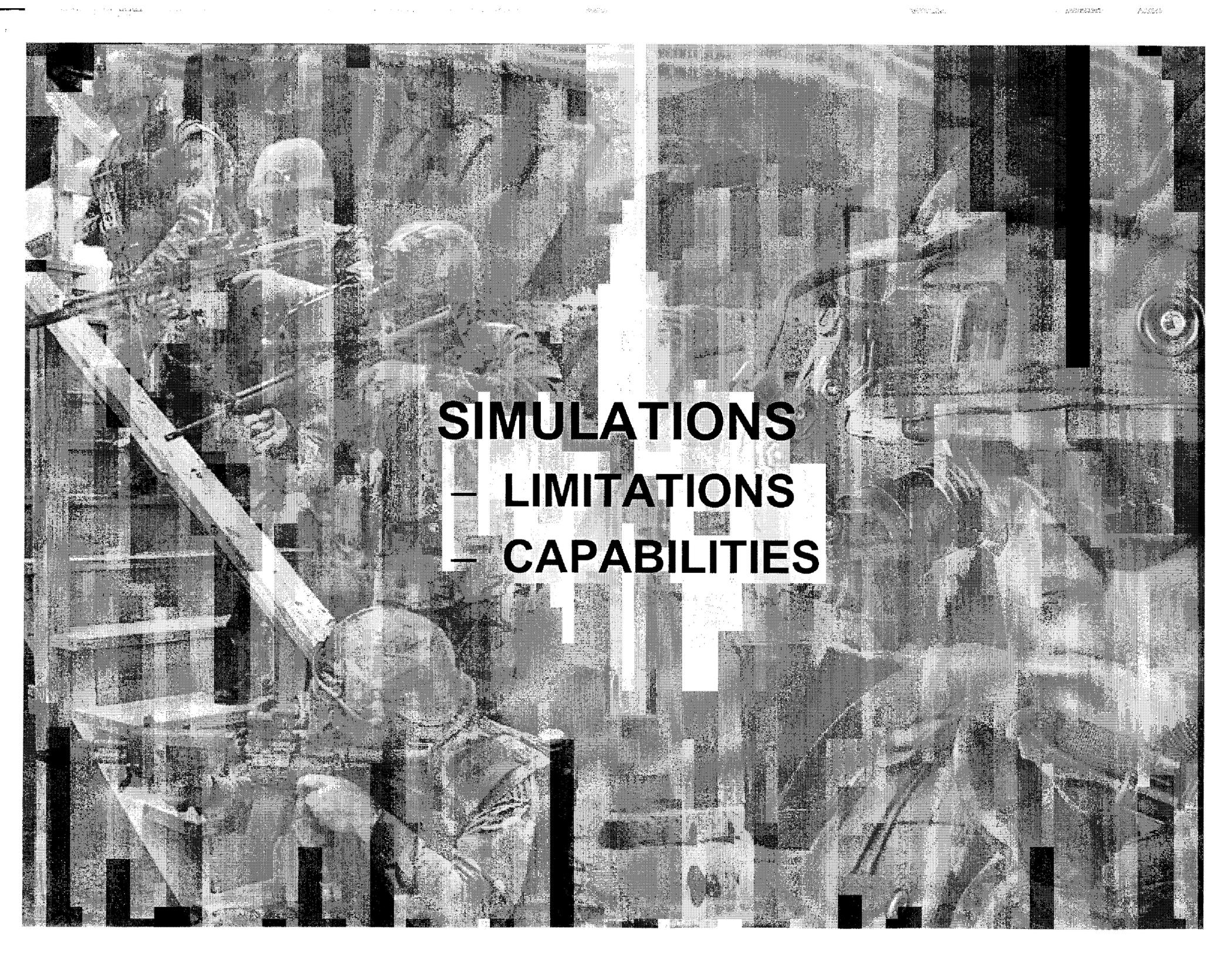


PHYSICAL CONDITIONING
– **IS IT TIME FOR A PROGRAM MODIFICATION?**



LEADER TRAINING

- TEWTS**
- REHEARSALS**
- SIMULATIONS**

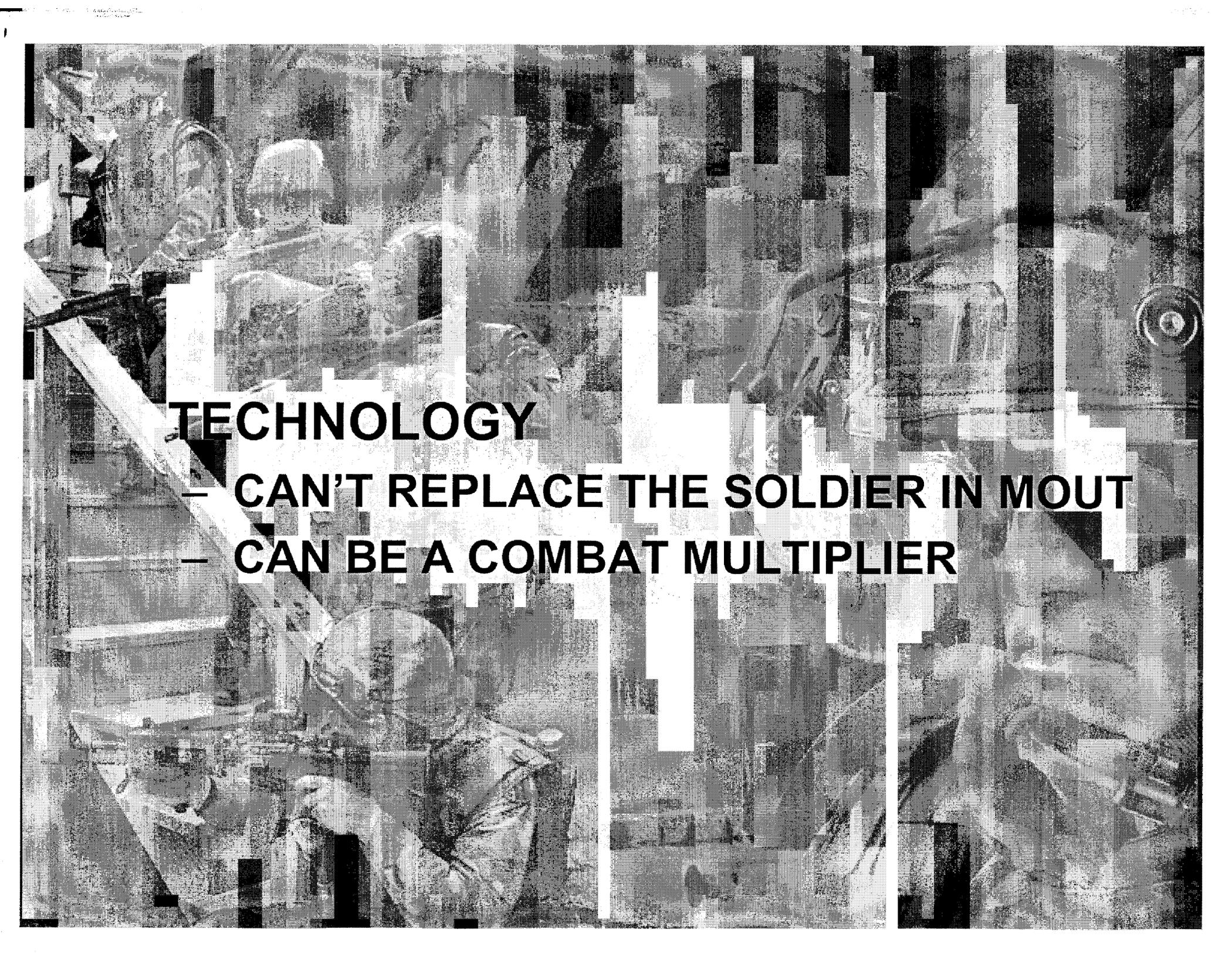


SIMULATIONS
— **LIMITATIONS**
— **CAPABILITIES**



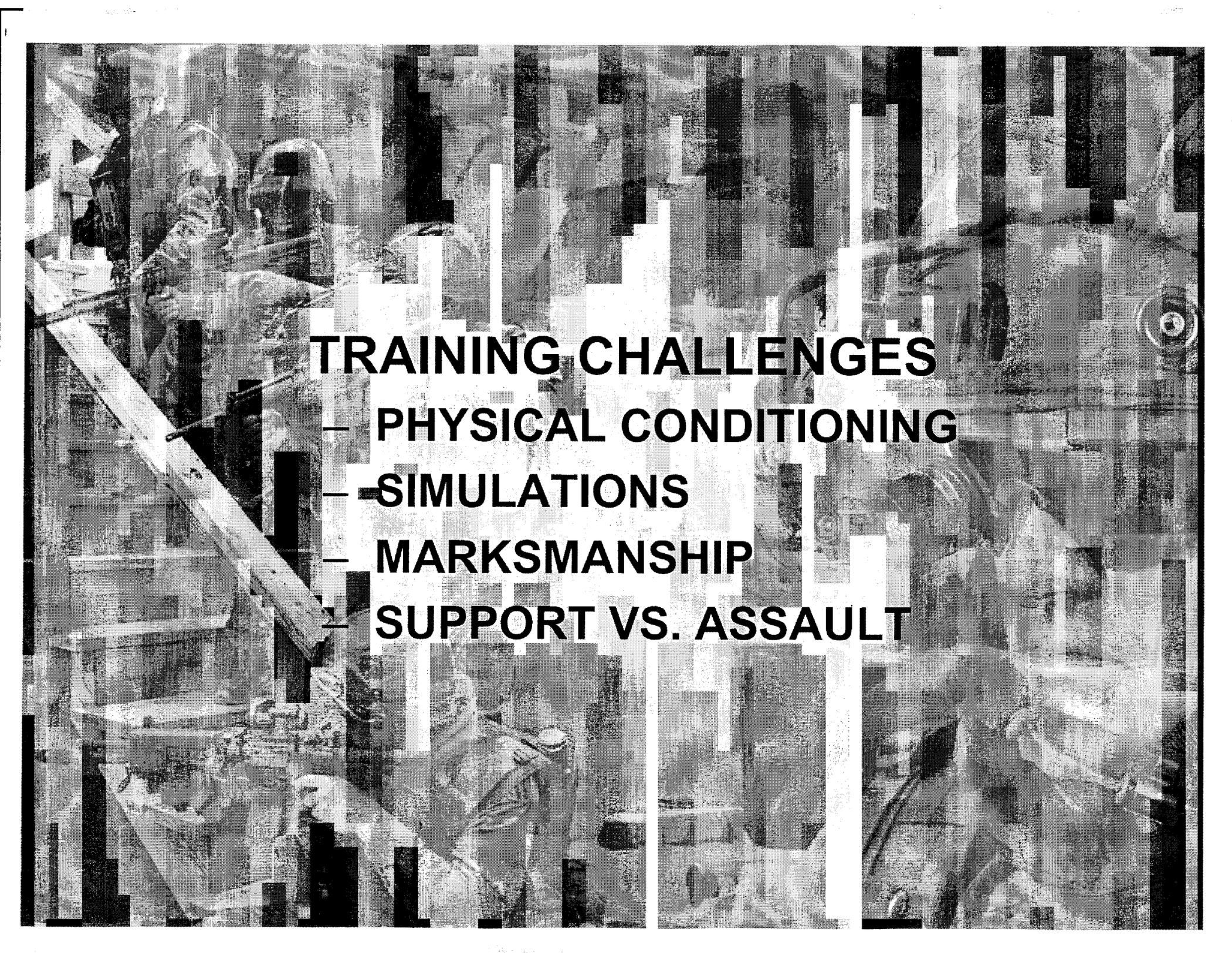
SUPPORT VS. ASSAULT

- LOGISTICS**
- CASEVAC**
- CIVILIANS**



TECHNOLOGY

- CAN'T REPLACE THE SOLDIER IN MOUT**
- CAN BE A COMBAT MULTIPLIER**



TRAINING CHALLENGES

- PHYSICAL CONDITIONING**
- SIMULATIONS**
- MARKSMANSHIP**
- SUPPORT VS. ASSAULT**



DOCTRINE CHALLENGES
– **THE TRUTH IS OUT THERE**

SLIDE 1 - COVER SLIDE

NO WORDS, LEAVE IT ON UNTIL I BEGIN TO SPEAK.

Roger A. H. H.

SLIDE 2 - KRULAK QUOTE

GENERAL KRULAK IS ABSOLUTELY CORRECT. THE PRECEDENCE FOR MOUT BATTLES OF THE FUTURE HAVE UNDERPINNINGS FROM SOMALIA AND CHECHNYA. BUT ALSO FROM PANAMA CITY AND BOSNIA. LET'S START WITH A REAL BASIC FACT. PEOPLE ARE MOVING TO THE CITIES. THEY HAVE BEEN EVER SINCE IRVING BERLIN ASKED HOW YOU WERE GOING TO KEEP THEM DOWN ON THE FARM. ACCORDING TO SOME SOURCES, 160,000 PEOPLE A DAY -- OR SO -- MOVE INTO URBAN AREAS.

THE DEFENSE SCIENCE BOARD STUDIES INDICATE THE RAPID GROWTH OF URBAN CENTERS IN SIZE AND NUMBER -- ESPECIALLY IN POLITICALLY UNSTABLE REGIONS -- INCREASE THE LIKELIHOOD US FORCES WILL BE CALLED ON TO CONDUCT MOUT. THEY ALSO REPORTED THAT LIGHT INFANTRY FORCES RECEIVED RELATIVELY LITTLE ATTENTION AND RESOURCES AND HAVE NOT CHANGED MUCH IN DECADES, BUT -- AND THIS IS A BIG BUT -- HAVE GREAT POTENTIAL FOR ENHANCEMENT WITH NEW TACTICS AND NEW TECHNOLOGY.

SLIDE 3-- ROGER HEWITT AND OMEGA

GOOD AFTERNOON, DISTINGUISHED GUESTS, LADIES AND GENTLEMEN. AS YOU KNOW FROM THE INTRODUCTION, MY NAME IS ROGER HEWITT FROM OMEGA TRAINING GROUP, INC. IN COLUMBUS, GA, A SMALL BUSINESS FORMED BY COLONEL RAY KAUFFMAN AND MYSELF IN 1990. THE COMPANY HAS GROWN FROM TWO TO FIFTY-FIVE PEOPLE IN NINE YEARS. OVER 97% OF OUR PEOPLE HAVE MILITARY EXPERIENCE, AND MOST OF WHICH ARE RETIRED MILITARY MEMBERS FROM THE INFANTRY OR SPECIAL FORCES. OMEGA ORIENTS ITSELF PRINCIPALLY ON TRAINING AND DOCTRINE FOR THE ARMY TODAY, TOMORROW, AND THE DAY AFTER THAT. CURRENTLY, OMEGA HAS 33 PEOPLE WRITING DOCTRINE FOR INFANTRY FORCES. OF THESE, EIGHT (8) HAVE BEEN INVOLVED IN THE MOUT ACTD FOR THE PAST 16 MONTHS ASSESSING BASELINE DOCTRINE AND INTEGRATING TECHNOLOGY INTO EXPERIMENTAL HANDBOOKS FOR THE ARMY AND THE MARINE CORPS NOT JUST AS THEY ARE TODAY BUT AS THEY PREPARE TO ORGANIZE AND FIGHT FOR THE FUTURE. IN OTHER WORDS, WE LOOK FOR THE MILITARY UTILITY OF TECHNOLOGY AND DEVELOP THE TRAINING, TECHNIQUES, AND PROCEDURES FOR THE TECHNOLOGY BEING EVALUATED BY THE DISMOUNTED BATTLESPACE BATTLE LAB AND THE MARINE CORPS WARFIGHTING LAB FOR USE IN MOUT OPERATIONS BY GROUND FORCES.

SLIDE 4 -- A TRAINING APPROACH TO MOUT

NOW LET ME TELL YOU WHY I'M HERE. I'M AN INFANTRYMAN, AND I SPENT MY WHOLE CAREER PREPARING INFANTRYMEN AND OTHER SOLDIERS FOR BATTLE. THE COMMANDANT OF THE MARINE CORPS AND OTHERS HAVE TOLD US THAT MUCH OF THE FUTURE WAR IS GOING TO BE FOUGHT IN CITIES -- MILITARY OPERATIONS IN URBANIZED TERRAIN. I AGREE, AND I BELIEVE THE SPECIAL OPERATIONS FORCES -- MOST OF YOU GUYS -- ARE EQUAL TO THAT TASK. BUT YOU'RE NOT THE ONLY ONES. WHAT YOU HEAR TODAY IN MY BRIEFINGS AND OTHERS NEED TO BE TAKEN BACK TO THE WHOLE FORCE -- ALL YOUR BRETHERN WHO CARRY PACKS AND TOTE RIFLES AND, TO BORROW A PHRASE, "SUPPORT AND DEFEND THE CONSTITUTION."

SO I'M HERE TO TALK ABOUT MOUT TRAINING AND REGISTER MY CONCERNS ABOUT HOW WE NOT ONLY TRAIN FOR THE MOUT BATTLE BUT TALK TO AND IDENTIFY THE CHALLENGES WE NEED TO MEET TO BE SUCCESSFUL IN THE FIRST MOUT BATTLE OF THE NEXT CONFLICT. THAT MEANS A LOT OF DIFFERENT THINGS AND I'LL HIT MUCH OF THAT LATER IN THIS BRIEFING. BUT UP FRONT WE -- COLLECTIVELY -- NEED TO UNDERSTAND ONE THING. MOUT BATTLES ARE INTENSE -- REAL INTENSE. THEY REQUIRE EVERYTHING SOLDIERS HAVE, AND THAT MEANS SOLDIERS WHO ARE EQUAL TO THE CHALLENGE THEY FACE -- MENTALLY AND

PHYSICALLY TOUGH ENOUGH TO ACCOMPLISH COMBAT IN URBAN
TERRAIN.

SLIDE 5 -- URBANIZED ENGAGEMENT GRAPHIC

US GROUND FORCES -- BEHIND AND AHEAD OF THE FORCE BEACHHEAD LINE -- ARE GETTING INVOLVED IN URBAN CONFLICT -- SOMALIA, GRENADA, PANAMA CITY, AND BOSNIA TO NAME JUST A FEW. GIVEN THE CURRENT WORLD SITUATION, THAT TREND IS LIKELY NOT SIMPLY TO CONTINUE, BUT TO CONTINUE TO GROW.

WE AREN'T TRAINED FOR THAT VERY WELL. MOST OF OUR TRAINING IN ALL SERVICES -- AT LEAST IN WHAT MIGHT BE CALLED THE "REGULAR" GROUND COMMUNITY -- OVER THE PAST SEVERAL DECADES HAS BEEN ORIENTED ON THE FULDA GAP MODEL AND ON THE DESERT STORM MODEL. THAT NEEDS TO SHIFT -- AND IT NEEDS TO SHIFT NOW. THE WORLD IS EVOLVING RAPIDLY INTO A PLACE WHERE NOT ONLY SPECIAL OPERATIONS FORCES OF ALL SERVICES BUT REGULAR FORCES OF ALL SERVICES -- LIGHT INFANTRY AND MARINE AMPHIBIOUS UNITS. ALIKE -- WILL BE INVOLVED IN THE MOUT BATTLE. AND THEY NEED TO BE TRAINED FOR IT.

THE PROBLEM IS THAT SPECIAL OPERATIONS FORCES ARE BETTER PREPARED BY DOCTRINE, TRAINING, AND ORGANIZATION FOR MOUT. BUT THAT'S A SITUATION WHICH IS GOING TO CHANGE.

SLIDE 6 -- SPECTRUM OF OPERATIONS ARROW

LET'S REVIEW THE BIDDING FOR A MOMENT AND MAKE SURE WE'RE ALL SINGING TOGETHER (AND TRUST ME, YOU DON'T WANT TO HEAR ME SING ALONE). THIS CHART DEPICTS THE SPECTRUM OF OPERATIONS THAT CAN LEAD US TO MOUT OPERATIONS, BUT THE ONE THAT I WILL TALK ABOUT IS COMBAT. THE TERMS THAT ARE IMPORTANT ARE:

HIGH INTENSITY MOUT. COMBAT ACTIONS AGAINST A DETERMINED ENEMY OCCUPYING PREPARED POSITIONS OR CONDUCTING PLANNED ATTACKS IN AN URBAN CONFLICT SITUATION. THIS IS THE KIND OF COMBAT YOU MIGHT HAVE EXPERIENCED IN STALINGRAD -- OR GROZNY. PRECISION MOUT. COMBAT ACTIONS WHEN THE ENEMY FORCES ARE INTERMINGLED WITH NONCOMBATANTS OR POLITICAL CONSIDERATIONS REQUIRE THE RULES OF ENGAGEMENT BE RESTRICTED -- SEVERELY. YOU MIGHT HAVE EXPERIENCED THIS KIND OF COMBAT IN MOGADISHU -- OR PANAMA CITY.

SURGICAL MOUT. COMBAT ACTIONS UNDER SPECIAL PURPOSE CONDITIONS TO ACHIEVE A LIMITED OBJECTIVE SUCH AS HOSTAGE RESCUE, RAIDS, OR OTHER SPECIALIZED ACTIONS. SURGICAL MOUT IS ALMOST EXCLUSIVELY THE PURVIEW OF HIGHLY TRAINED SPECIAL OPERATIONS FORCES. THIS IS THE KIND OF COMBAT WE ATTEMPTED IN DESERT ONE AND YOU MAY HAVE SEEN IN UGANDA.

WE HAVE A PROBLEM. OUR DOCTRINE IS NOT FULLY DEVELOPED TO ADDRESS THE FULL SPECTRUM OF THESE OPERATIONS. HOWEVER, THIS IS CHANGING AS WE SPEAK. MAJOR GENERAL CARL ERNST HAS TAKEN THE INITIATIVE AND IS BEING SUPPORTED BY GENERAL ABRAMS AT TRADOC. I WILL TALK A LITTLE BIT MORE ABOUT THAT LATER.

SLIDE 7 - TRAINING DOCTRINE

OUR DOCTRINE DOES NOT ADDRESS MOUT VERY WELL -- WHETHER IN THE FIELD MANUALS COVERING PLATOON, COMPANY, OR BATTALION OPERATIONS FOR THE ARMY OR THE FLEET MARINE FORCE. THE MISSION TRAINING PLANS OF THE ARMY TRAINING AND EVALUATION PROGRAMS DON'T HELP THE LEADERS PREPARE THEIR SOLDIERS FOR MOUT VERY WELL.

OUR TRAINING HAS NOT ADDRESSED MOUT VERY WELL. IN FACT, VERY FEW UNITS LIST MOUT ON THEIR MISSION ESSENTIAL TASK LIST. HOWEVER, OVER THE PAST SIX MONTHS THERE HAS BEEN A NEW DIRECTION AND EMPHASIS ON MOUT IN THE UNIT METL.

SO MOUT GETS SHORT SHRIFT IN WHAT WE WRITE, WHAT WE SAY, AND WHAT WE TRAIN. BUT AS WE SPEAK, THESE SHORTCOMINGS ARE BEING ADDRESSED WITH UPDATED DOCTRINE AND MISSION TRAINING PLANS. NEW TACTICS, TECHNIQUES, AND PROCEDURES ARE BEING DEVELOPED AND EXPERIMENTED WITH.

SLIDE 8 -- SOLDIER TRAINING

MOUT POSES OUR SOLDIERS AND UNITS SOME DRAMATIC TRAINING OPPORTUNITIES AND SOME EQUALLY DRAMATIC TRAINING CHALLENGES. MOUT TRAINING MUST BE BASED ON SOME VERY BASIC PRINCIPLES. THEY ARE:

MOUT IS PHYSICAL. OUR SOLDIERS MUST BE PHYSICALLY AND MENTALLY TOUGH -- EQUAL TO THE INTENSITY THEY WILL FACE IN A HIGH INTENSITY OR PRECISION MOUT OPERATION.

MOUT SKILLS ARE PERISHABLE. THE SKILLS SOLDIERS AND UNITS EXERCISE IN MOUT SUCH AS CREATING FIRING PORTS, MAKING MOUSEHOLES, AND THINKING IN A MULTI-DIMENSIONAL ENVIRONMENT (SURFACE, ABOVE SURFACE, AND SUB-SURFACE) MUST BE TRAINED -- AND TRAINED AGAIN -- AND AGAIN -- AND AGAIN. AS SIMPLY ONE EXAMPLE AMONG MANY, THERE AREN'T ENOUGH ENGINEERS IN THE INVENTORY TO CONDUCT BREACHING OPERATIONS. EXAGGERATING ONLY SLIGHTLY, EVERY SOLDIER IN EVERY UNIT MUST BE TRAINED TO USE DEMOLITIONS EFFECTIVELY -- AT LEAST AS FAR AS BREACHING OPERATIONS ARE CONCERNED IN MOUT.

MOUT IS CLAUSTROPHOBIC. FIRING OCCURS IN ENCLOSED SPACES AT SHORT DISTANCES, NOT AT 400 METERS ON AN OPEN RANGE FAN. ENGAGING TARGETS IN CLOSE PROXIMITY IS A DAUNTING TASK AND OUR SOLDIERS NEED TO BE TRAINED TO DO IT - REPETITIVELY. CLOSE ORDER MARKSMANSHIP NEEDS TO BE A PART OF OUR MARKSMANSHIP PROGRAMS. WE ARE GETTING THERE, BUT MORE RESOURCES WILL HAVE TO BE MADE AVAILABLE.

SLIDE 9 – PHYSICAL CONDITIONING

LET ME TALK FOR A MOMENT ABOUT THE PHYSICAL PART OF MOUT AS COMPARED TO THE PHYSICAL CONDITIONING STANDARDS OF OUR SERVICES. THE ARMY AND THE MARINE CORPS BASE OUR PHYSICAL TESTING STANDARDS ON AEROBIC ABILITIES -- PUSHUPS, SIT-UPS, AND A 2 MILE RUN IN THE ARMY; PULLUPS, SITUPS, AND A 3 MILE RUN FOR THE MARINE CORPS.

THAT'S NOT ENOUGH BECAUSE IT DOESN'T ADDRESS THE MOUT ENVIRONMENT VERY WELL. MOUT DOES NOT REQUIRE THE ABILITY TO RUN TWO OR THREE MILES. IT DOES REQUIRE THE ABILITY TO SPRINT 25 METERS IN FULL COMBAT GEAR -- AND SPRINT ANOTHER 25 METERS AND ANOTHER AND ANOTHER -- AND SPRINT UP STAIRS -- NOT ALL AT ONE TIME BUT ALL IN A SEQUENCE AND ALL IN A HIGH STRESS SITUATION. AT THE SAME TIME, MOUT REQUIRES SOLDIERS AND MARINES GET TO THE SECOND OR HIGHER FLOOR OF A BUILDING WITH THEIR COMBAT GEAR AND FOCUS INTACT. SOME EXPERIMENTS RECENTLY HAVE INDICATED OVER 50% OF OUR SOLDIERS AND MARINES EITHER COULD NOT GET TO THE SECOND FLOOR USING GRAPPLING HOOKS, OR, IF THEY COULD GET THERE, COULDN'T DO THE JOB -- COULDN'T PERFORM THE PHYSICALLY INTENSE MISSION OF CLEARING A BUILDING FLOOR BY FLOOR AND ROOM BY ROOM.

WE NEED TO REEXAMINE OUR PHYSICAL TRAINING AND
CONDITIONING PROGRAM AND ADD IN UPPER BODY STRENGTH AND
ANAEROBIC/ISOMETRIC TRAINING -- AND CONTINUE WITH OUR EMPHASIS
ON AEROBIC PHYSICAL CONDITIONING AS WELL. DON'T TAKE ME WRONG,
THE SOLDIERS AND MARINES OF TODAY'S INFANTRY FORCES ARE
PROBABLY THE BEST CONDITIONED THAT I HAVE EVER SEEN OVER THE
LAST 35 YEARS. WE JUST NEED TO ADD SOME EMPHASIS IN THE
ANEROBIC AREA.

SLIDE 10 - LEADERS TRAINING

I RECOGNIZE MOUT TRAINING IS CHALLENGING. WE DON'T HAVE WHAT YOU WOULD CALL WORLD CLASS FACILITIES FOR TRAINING MOUT. THE INSTRUMENTATION SYSTEMS NEEDED IN OUR MOUT TRAINING SITES ARE FOR THE MOST PART NON-EXISTENT. SURE WE HAVE THE CTCs AND PLENTY OF MONEY HAS BEEN SPENT ON THE INSTRUMENTATION IN THOSE LOCATIONS TO PROVIDE THE REALISM AND FEEDBACK WE NEED TO EVALUATE OUR MOUT TRAINING POSTURE, BUT THE HOME STATION MOUT SITES HAVE LITTLE OR NO INSTRUMENTATION THAT ALLOWS PREPARATION FOR THE MOUT BATTLES AT THE CTCs OR THE NEXT REAL BATTLE. IT IS TIME FOR THE SERVICES TO PONY UP THE DOLLARS TO ACQUIRE A STANDARD HOME STATION INSTRUMENTATION PACKAGES THAT WILL PERMIT TRAINING TO STANDARD BEFORE GOING TO THE CTCs OR TO WAR. WE NEED SYSTEMS THAT WILL ALLOW US TO MEASURE PERFORMANCE AGAINST A STANDARD OR PREVIOUS PERFORMANCE. JUST AS IMPORTANT IS THE TASK OF TRAINING LEADERS. OUR TRAINING PROGRAMS AND DOCTRINE NEED TO CHALLENGE THE LEADERS TO THINK ABOUT THE ENTIRE BATTLE SPACE. SOME EXAMPLES ARE LISTED ON THIS SLIDE. OTHERS, INCLUDING TERRAIN WALKS -- WHICH MIGHT BE CALLED BUILDING WALKS IN THIS SITUATION -- HAVE BEEN COVERED IN A RECENT ARMY TIMES ARTICLE IN A TECHNIQUE CALLED MANGUDAI -- WHAT

GENGHIS KHAN AND SOME OF HIS NEARER DISCIPLES CALL THEIR OFFICER PROFESSIONAL DEVELOPMENT.

IN 1983, WE IN THE BERLIN BRIGADE BEGAN USING COMPUTERS TO TRAIN OUR LEADERS FOR THEIR MOUT MISSIONS. EACH PAYDAY WE GATHERED AT THE SIMULATIONS CENTER TO NAVIGATE MODELS OF KEY BUILDINGS IN OUR SECTORS. THIS EARLY RENDITION OF MISSION REHEARSAL SIMULATION WAS USED TO DISCUSS HOW AND WHERE WE WOULD CONTROL THE FIGHT. WE DID THIS ON THE FIRST APPLE COMPUTERS. WHERE ARE WE TODAY WITH THE SIMULATION TOOLS TO DO THIS? WE CAN CERTAINLY DO IT FASTER AND WITH FAR MORE RESOLUTION THAN WE COULD IN THOSE DAYS, BUT THE FACT IS THE SERVICES HAVE NOT REQUIRED MUCH MORE THAN WHAT WE HAD IN 1983. OUR DISTINGUISHED PANELIST, MISS CAROL FITZGERALD, HAD THE MOUT ACT D LOOK AT SOME, BUT THEY DID NOT PROVIDE THE RESULTS THAT WE WOULD HAVE LIKED TO HAVE. THE REQUIREMENTS FOR SUCH A LEADER TOOL HAS BEEN SLOW IN BEING DEVELOPED. OUR LEADERS IN THE ARMY AND MARINE CORPS NEED THESE TYPES OF TOOLS TO DO THEIR JOBS MORE EFFICIENTLY AND EFFECTIVELY. REQUIREMENTS AND DOLLARS FOR THESE TOOLS NEED TO BE A PRIORITY.

THE POINT IS, OUR FIGHTERS AND LEADERS NEED TRAINING IN ALL ASPECTS OF MOUT AND THEY NEED THE TOOLS TO DO IT WITH.

SLIDE 11 - SIMULATIONS

EARLIER I TALKED ABOUT THE INTEGRATION OF TECHNOLOGY AND DOCTRINE. ONE AREA WHERE THAT IS RAMPANT IS IN SIMULATIONS. AS WE ALL KNOW, SIMULATIONS FOR MOUNTED WARFARE HAVE BEEN AROUND FOR OVER 10 YEARS NOW. EACH ITERATION OF DEVELOPMENT BRINGS US LESS LIMITATIONS, MORE REALISM, AND BETTER AND MORE ACCURATE FEEDBACK. HOWEVER, THE INDIVIDUAL COMBATANT VIRTUAL SIMULATIONS DO NOT GET THE PRIORITIES THEY NEED TO BE A MEANINGFUL TRAINING TOOL FOR LEADERS AND FIGHTERS. THERE ARE MANY INITIATIVES FOR THE INDIVIDUAL COMBATANT AND THEY HAVE BEEN TESTED. DETAILED REQUIREMENTS HAVE BEEN PREPARED BASED ON THESE EXPERIMENTS BUT INDECIVENESS AND LACK OF ACTION HAVE ALLOWED THE POTENTIAL INDIVIDUAL SIMULATIONS TO LANGOR IN THE TEST BED. THE CAPABILITIES REQUIRED TO BRING HIGH FIDELITY INDIVIDUAL COMBAT SIMULATIONS TO OUR SOLDIERS EXIST, BUT DECISION MAKERS AND RESOURCERS IN THE SERVICES NEED TO DECIDE HOW TO GO AND MAKE THE DOLLARS AVAILABLE.

OMEGA IS WORKING WITH THE ARMY ON THE NEXT GENERATION OF WEAPONS SIMULATION TRAINING THROUGH THE ENGAGEMENT SKILLS TRAINER -- OR EST -- THIS TRAINER WILL HELP US ACHIEVE SOME OF THE

SKILLS REQUIRED TO FIGHT AND WIN ON THE NEXT MOUT BATTLEFIELD. THIS IS JUST ONE INITIATIVE. OUR FIGHTERS AND LEADERS DESERVE MORE. IN A TIME WHEN RESOURCES ARE BECOMING LESS AND MORE COSTLY, IT IS TIME TO MAKE THE SUNK COST INVESTMENT FOR INDIVIDUAL COMBATANT SIMULATIONS AND SUPPORT THE TACTICAL TRAINING OF OUR SOLDIER, MARINES, SAILORS, AND AIRMEN. I CERTAINLY AM NOT ADVOCATING SIMULATIONS TO REPLACE LIVE TRAINING - WE SHOULD NEVER ALLOW THAT TO HAPPEN - I AM HOWEVER CALLING FOR THOSE WHOSE COURT THE BALL IS IN TO MAKE THE COMMITMENT TO GETTING THE INDIVIDUAL COMBATANT SIMULATIONS OUT OF THE TEST BED AND INTO DEVELOPMENT.

SLIDE 12 - SUPPORT VS. ASSAULT

MOUT HAS SOME ADDITIONAL DIFFICULTIES -- MOST OF WHICH ARE SUPPORT RELATED. YOU KNOW, WE TRAIN OUR ASSAULT FORCES PRETTY WELL. THAT'S STILL A PROBLEM, BUT IT'S ONE WE CAN GET OUR HANDS AROUND.

I WANT TO TALK ABOUT SUPPORT AND TRAINING. MOUT IS SUPPORT INTENSIVE. ACCORDING TO THE FIGURES COMING OUT OF WORLD WAR II, KOREA, AND THE MORE RECENT MOUT BATTLES, MOUT IS AMMUNITION INTENSIVE -- USING TWO TO THREE TIMES THE AMOUNT ANY SIMILARLY SIZED FORCE MIGHT USE IN OPEN TERRAIN. CLASS V IS NOT THE ONLY DIFFICULTY. MOUT TENDS TO BE MATERIALS INTENSIVE -- REQUIRING LARGER AMOUNTS OF CLASS IV THAN THE SAME FORCE WOULD REQUIRE IN OPEN TERRAIN. WHAT I OBSERVE AND READ FROM REPORTS AND CALL, WE DON'T REQUIRE THE LOGISTICS TEMPO IN TRAINING THAT EQUALS THE TEMPO IN COMBAT. IN TRAINING, FOR THE MOST PART, OUR LEADERS FAIL TO ACHIEVE THE LOGISTICAL REALISM THAT IS A MAJOR FACTOR IN OUR SUCCESS IN ANY BATTLE OR WAR. LADIES AND GENTLEMEN, LOGISTICS SUPPORT IS AS IMPORTANT TO WINNING AS THE TACTICS. IT DEMANDS WE TRAIN IT TO STANDARD.

AND THOSE AREN'T THE ONLY PROBLEMS. MOUT TENDS TO DEAL IN CITIES AND, BY AND LARGE, PEOPLE DWELL IN CITIES -- CIVILIAN PEOPLE. OUR SOLDIERS MUST BE TRAINED TO DEAL WITH THE NON-COMBATANT CIVILIANS THEY WILL FIND IN MOUT OPERATIONS INCLUDING THOSE INSTANCES, SUCH AS OUR SOLDIERS ENCOUNTERED IN MOGADISHU, WHEN CIVILIANS BECOME PART OF THE BATTLEFIELD. THEY MUST BE INTEGRATED INTO THE EVACUATION, EPW, AND CIVIL-MILITARY PLANS THAT ARE AN INTEGRAL PART OF MOUT. I HAVE SEEN THE SPECIAL OPERATIONS UNITS IN ACTION. THEY DO MOST ALL OF THIS VERY WELL. THE TACTICS, TECHNIQUES, AND PROCEDURES THAT THEY HAVE DEVELOPED TO ACHIEVE THIS SUCCESS MUST BE SHARED WITH THE REST OF OUR FIGHTING FORCES. THIS NEEDS TO BE A PUSH SYSTEM NOT A PULL SYSTEM. SHARING OF WHAT WORKS AND WHAT DOES NOT IS IMPORTANT. IT MAY SAVE A SOLDIER OR MARINE'S LIFE. AND THAT IS VERY IMPORTANT TO EACH OF US.

SLIDE 13 - TECHNOLOGY

I'VE TALKED A LOT ABOUT MOUT AND WHAT SOLDIERS CAN DO. AND LET'S FACE IT. THE SOLDIER'S JOB IN MOUT IS LIKE THE SOLDIERS JOB EVERYWHERE ELSE. WE ARE CHARGED WITH CLOSING WITH AND DESTROYING THE ENEMY. THAT VERY BASIC DEFINITION DOESN'T TALK ABOUT OFFENSIVE OR DEFENSIVE MOUT OPERATIONS -- AND WE HAVE ENCOUNTERED AND WILL ENCOUNTER BOTH. IT SIMPLY SAYS THAT THERE WILL BE SOLDIERS ON THE GROUND DOING THINGS SOLDIERS HAVE ALWAYS DONE WHEN THEY GO IN HARM'S WAY. THAT'S NOT TO SAY TECHNOLOGY CAN'T HELP. IT CAN -- NOT TO REPLACE THE COMBAT SOLDIER -- THE GUY ON THE GROUND WITH THE GUN -- BUT TO AUGMENT AND ENHANCE HIS CAPABILITIES -- TO MAKE THE COMBAT SOLDIER MORE EFFECTIVE IN MOUT OPERATIONS -- GETTING THE RIGHT JOB DONE -- BUT TO MAKE THAT COMBAT SOLDIER -- YOUR SOLDIER -- MORE EFFICIENT -- GETTING THE JOB DONE RIGHT. THE MOUT ACTD IS DOING THIS VERY WELL. THE TECHNOLOGY THAT THE ACTD WILL BRING TO THE FORCE WILL BE A SIGNIFICANT COMBAT MULTIPLIER FOR THE FUTURE MOUT BATTLES.

SLIDE 14 – TRAINING CHALLENGES

IN OTHER WORDS, WE'VE GOT A JOB TO DO. AND THAT JOB IS INTEGRATING THE PHYSICAL CHALLENGES, THE EXISTING AND EMERGING SIMULATION OPPORTUNITIES, THE CLOSE-IN MARKSMANSHIP TRAINING, AND THE LOGISTICS SUPPORT INTO THE TRAINING AND OPERATIONAL REQUIREMENTS YOUR FIGHTERS AND LEADERS FACE EVERY DAY.

I WAS ABOUT TO SAY, "THE OPERATIONAL REQUIREMENTS OUR FIGHTERS AND LEADERS FACE" AND THEN REALIZED THAT WHILE THE STATEMENT MAY BE FACTUALLY TRUE, IT DOESN'T CARRY QUITE THE WEIGHT IT NEEDS TO, BECAUSE MY TIME AS A SOLDIER IS YESTERDAY'S TIME. IT'S YOUR SERVICEMAN AND WOMAN AND YOUR LEADERS WHO FACE THE CHALLENGE OF MOUT TODAY. ALL I CAN DO IS USE MY EXPERIENCE AND WHAT'S HAPPENING TODAY IN SIMULATIONS, MARKSMANSHIP TRAINING, AND THE INTERFACE BETWEEN THE FIGHTER AND TECHNOLOGY, TO MAKE THAT FIGHTER'S LIFE BETTER AND, MORE IMPORTANTLY, MORE SURVIVABLE -- IF YOU WILL, TO FIGHT AND WIN ON THE BATTLEFIELDS WE FACE NOW AND IN THE INCREASINGLY URBANIZED FUTURE.

SLIDE 15 - DOCTRINE CHALLENGE

THE EXPERIENCE IS OUT THERE. YOU ARE OUT THERE. THE COMMANDANT OF THE US ARMY INFANTRY SCHOOL HAS TAKEN AN IMPORTANT STEP IN BEGINNING TO GATHER TOGETHER, IN A COHERENT PACKAGE, THE COLLECTIVE WISDOM ABOUT MOUT THROUGH HIS MOUT WORKING GROUP. THE SPECIAL OPERATIONS FORCES COMMUNITIES OF THE ARMY, NAVY, AND MARINE CORPS HAVE DEVELOPED TRAINING IN TACTICS, TECHNIQUES, AND PROCEDURES ON MOUT THEY CAN SHARE WITH THE CONVENTIONAL GROUND FORCES OF ALL SERVICES. THOSE ARE IMPORTANT -- CRITICAL -- FIRST STEPS. THEY ARE NOT THE ONLY ONES. PLEASE SHARE, AND SHARE SOON, IS MY PLEA. ON THIS POINT I WOULD LIKE TO TAKE THE TIME TO THANK COLONEL STAN MCCHRYSAL. HE AND HIS STAFF HAVE BEEN VERY COOPERATIVE IN TRYING TO HELP US WORK THROUGH THE MOUT DOCTRINE, TECHNIQUES, PROCEDURES, AND THE RANGER REGIMENT CLOSE ORDER MARKSMANSHIP PROGRAM. THANKS STAN.

WE CAN GET THE EXPERIENCES FROM OUR PRESENT AND FORMER SOLDIERS WHO HAVE EXPERIENCED MOUT COMBAT FIRST HAND AND WRITE THEM DOWN AND DISTILL THEIR WISDOM FOR ALL OUR SOLDIERS IN TRAINING TIPS. WE CAN DEVELOP SIMULATIONS AS REAL AS POSSIBLE.

AND WE CAN CONTINUE -- AS OMEGA TRAINING GROUP IS DOING WITH THE
ARMY AND MARINE CORPS -- TO ASSIST IN THE INTEGRATING THE
TECHNOLOGY AND THE FIGHTER AND TO DEVELOP THE SUPPORTING
DOCTRINE OUR THEY AND THEIR LEADERS NEED AND REQUIRE.
AND TOGETHER, AS GENERAL THURMAN -- ONE OF THE ARMY'S GREATEST
GENERALS -- WAS SO FOND OF SAYING, "WE, CAN MAKE IT HAPPEN."

LADIES AND GENTLEMEN, I THANK YOU.