

Washington

1-92



On August 2, 1990 elements of the Iraqi Army invaded Kuwait. The oil rich country quickly fell victim to the Iraqi onslaught, and an outraged international community demanded that the Iraqis withdraw. The Iraqis, instead, made menacing moves toward Saudi Arabia. In response, a multinational force, led by the United States, deployed to Saudi Arabia to ensure the integrity of the Saudi Arabian border.

Months of diplomacy followed, all directed at forcing the Iraqi Army to withdraw from Kuwait. The United Nations passed several resolutions to increase the pressure on Iraq and finally authorized the multinational forces to use any means necessary to expel the Iraqi from Kuwait after a January 15 deadline.

The world watched intently as rumors of peaceful solutions sprouted and just as quickly faded away. The deadline came and went, and on the morning of January 16, 1991, the United Nations coalition forces attacked Iraq with a massive air strike. The air bombardment continued as the ground forces began preparations for their phase of the operation.

On January 28, 1991, the 24th ID moved from the assembly areas it occupied during Operation Desert Shield

[REDACTED]

to its attack positions in preparation for operation Desert Storm. As the executive officer for Alpha company<sup>ref map 1</sup> of the 3rd Bn 7th Infantry 24 ID, I participated in this 400 kilometer move. Our move placed us on the unprotected flank of the Iraqis Army in Kuwait.

Task Force 3/7 consisted of three Bradley companies one tank company, an Improved Tow Vehicle company, an engineer company and a reinforced Headquarters company. Our assigned mission was to attack north into Iraq 400 kilometers, and to seize Battle Position 102N to block the retreat of Iraqi forces in Kuwait.

We prepared for the attack. Leaders issued operations orders, and rehearsals were conducted. Each step of the plan became second nature. Bradley crews rehearsed crew drills, and everyone cleaned, checked, and polished each weapon system to ensure that it would work when needed.

The days passed, and G-Day drew closer and a sense of confidence could be felt. I felt confident that I would survive and that my unit would accomplish its mission. The time for the attack approached, and final preparations were completed. Each man knew his job and what he must do to help complete the mission.

On the morning of 24 February 1991, I awoke to the

**ALMOST 200  
gates of  
neral  
SS**

Joseph L. Galloway  
"Point of the Spear"  
Report (March 11, 1991)

... kilometers (530 miles).

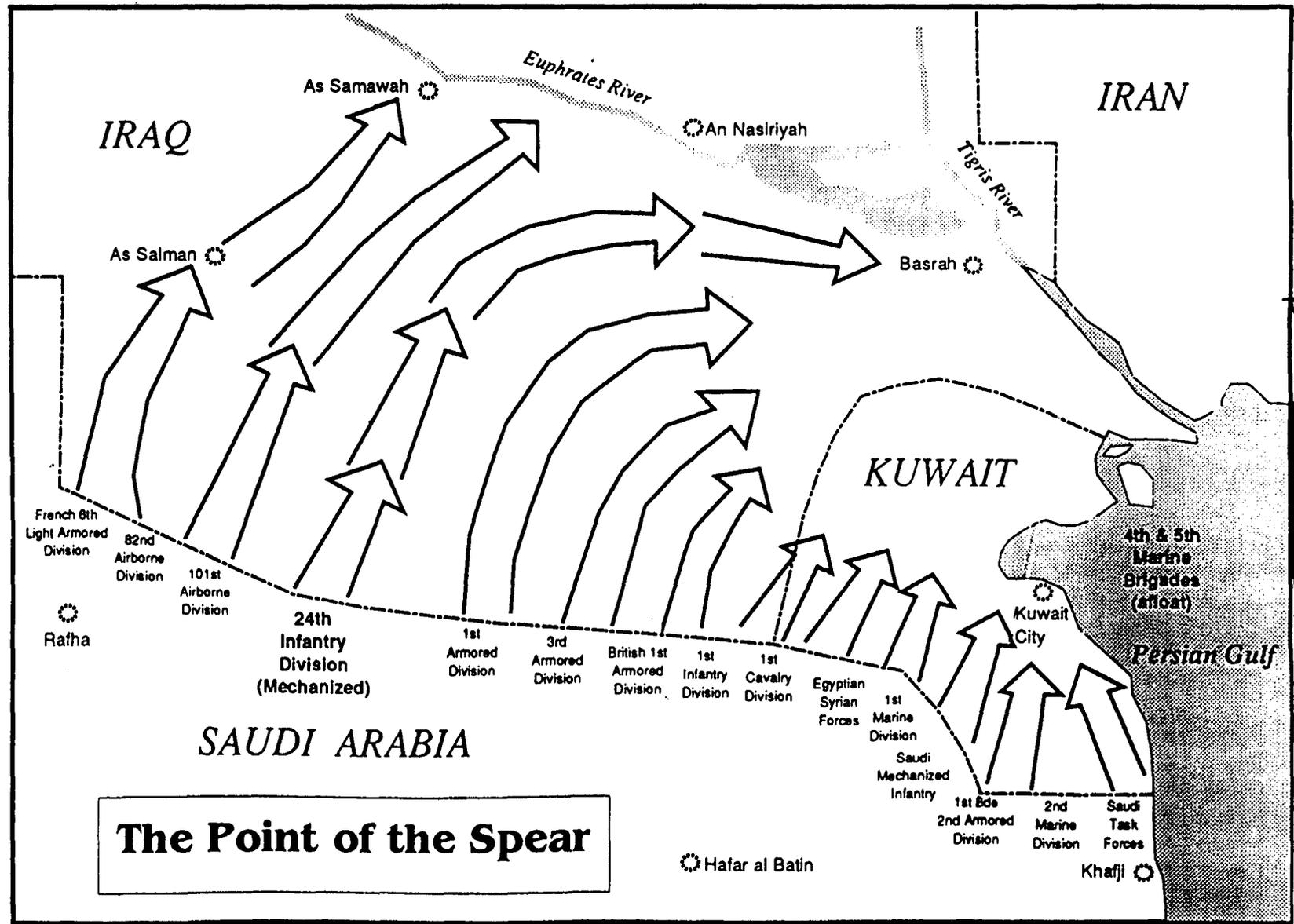
...olution of the  
...y. (Mech.) Combat Team  
...rborne Corps prepared  
...ive into Iraq. The corps  
... Lt. Gen. Gary Luck,  
...d the 24th Infantry Divi-  
... into a 26,000-soldier,  
... Division Combat Team.  
... units included the 212th  
... brigade, commanded by  
... tanks; the 171st Corps  
... up (CSG), commanded  
... Liedy and the 36th Engi-  
... commanded by Col.

...ion Combat Team now  
... about 1,800 tracked vehi-  
...ng 249 M1A1 Abrams  
...-2 Bradley Fighting Ve-  
...M-113 series Armored

At the start of the Persian Gulf crisis, there were an estimated 63 divisions in the Iraqi Army. Forty-three (12 armor divisions and 31 infantry divisions) were committed to the Kuwaiti Theater of Operations (KTO). Of these 43 divisions, seven were Re-

search for the answers to the following priority Intelligence Requirements (PIR):  
\*Location and strength of enemy artillery battalions and fire control centers which could influence the division zone.

\*Condition of crossing points across the sebkhahs (desert wetlands — the "dismal bog") at the approaches to the Euphrates River Valley.  
\*The location of civilian and military fuel stockpiles in the division zone.



page 71 "The Victory Book"

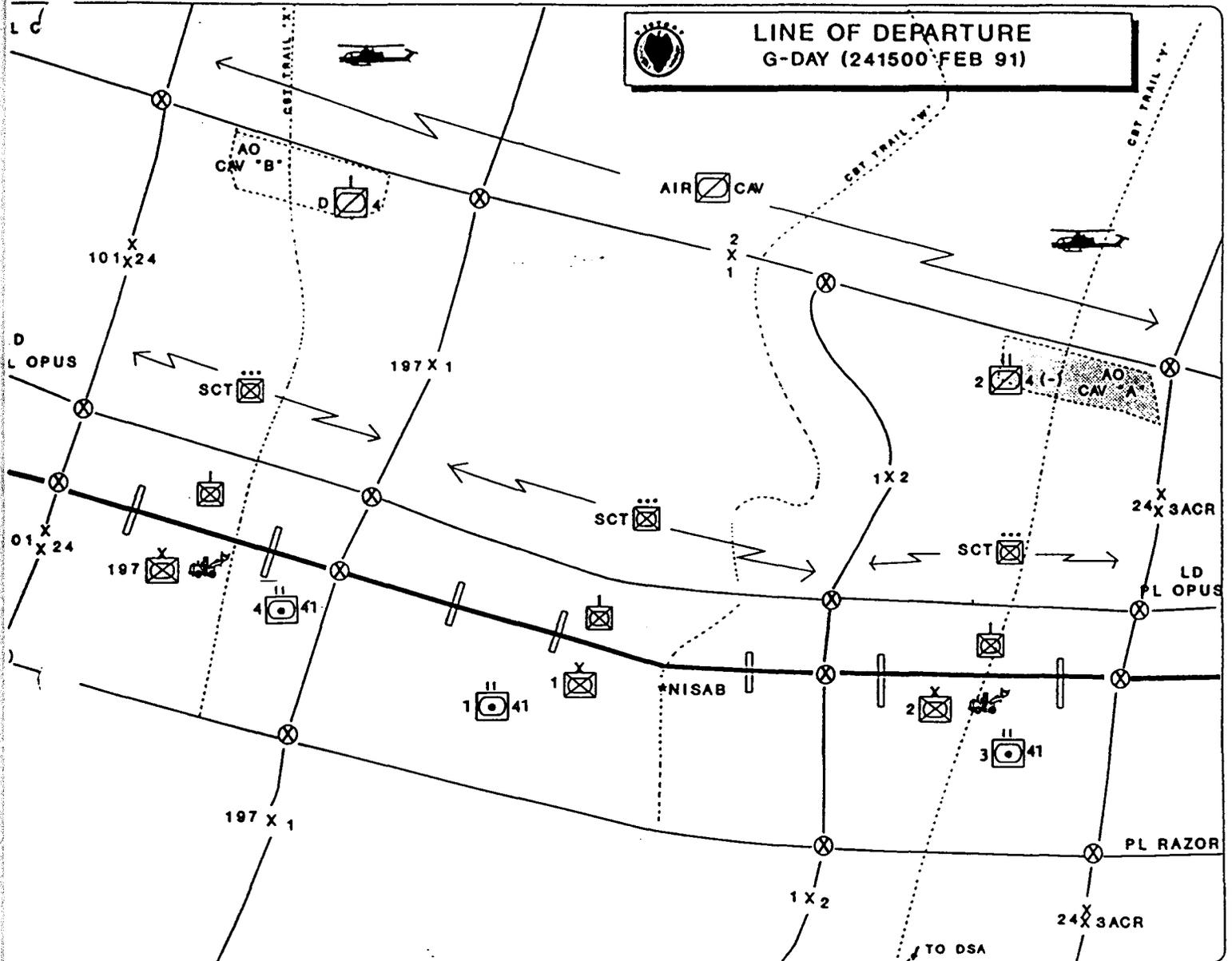
[REDACTED]

announcement that the ground war had begun. After listening to President Bush address the nation on the "Voice of America," I ate my breakfast and wondered what the following day would hold for me. My unit planned to cross the border on day two of the ground action.

Every person in the company was filled with apprehension as the morning progressed. At 1130 hours, we were alerted that our attack time was moved forward to 1200 hours that day. The attack proceeded so well in other sectors that our time jumped forward to take advantage of the weak resistance being presented by Iraqi forces. The next few minutes were filled with excitement and fear as we rushed to complete final preparations and begin the attack.

My track crossed the border between Iraq and Saudi Arabia around 1200. A blinding sand storm complicated our initial movement, and the chance for fratricide was great. We moved forward with my company initially in the lead as we moved to meet Bravo Company, who crossed the border two days before. Every vehicle held its position as drivers put endless hours of rehearsal into practice.

The Task Force moved forward to Phase Line Opus, which became the new line of departure. The entire Task Force



### POSITIONING FOR THE ATTACK

- \*2/4 CAV WAS RELEASED FROM BORDER SCREENING OPERATION AT NOON ON FEB. 20 (G-DAY MINUS THREE).
- \*D/4 CAV TROOP PLACED UNDER OPERATIONAL CONTROL OF 197TH BRIGADE (DIVISION LEFT ATTACK ZONE).
- \*2/4 CAV(minus) PLACED UNDER OPERATIONAL CONTROL OF 2ND BRIGADE (DIVISION RIGHT ATTACK ZONE).
- \*197TH BRIGADE (LEFT ZONE), 1ST BRIGADE (CENTER ZONE), AND 2ND BRIGADE (RIGHT ZONE) ASSUMED BORDER SECURITY MISSION.
- \*DIVISION SECURITY ZONE EXTENDED TO PL OPUS, 10 KILOMETERS NORTH OF THE LINE OF DEPARTURE (LD).
- \*PL OPUS LATER DESIGNATED AS THE LD DUE TO LACK OF ENEMY ACTIVITY. ALLOWED LEAD BRIGADES TO BREACH AND SUBSEQUENTLY MOVE TASK FORCES IN FRONT OF THE BERM PRIOR TO G-DAY.

[REDACTED]

came together and situated itself in the Task Force "six pack" formation. We continued our movement north. My brigade followed the Second Brigade of our Division for several hours until we read we reached Phase Line Colt. At this point, the Division transitioned into a two-brigade-wide front, with one brigade trailing in reserve.

The sight of so many combat vehicles moving over conquered territory inspired emotions hard to label, but many sensed that they were witnessing history in the making. As far as the eye could see to the left and the right, the forces of the 24th ID moved towards an unsuspecting enemy.

We crossed mile after mile over some of the most rugged terrain on the face of the earth. There were no signs of human habitation, and I wondered if we would ever see any Iraqis. *ref map 3*

We continued to move, stopping only long enough to change drivers and to refuel the ever thirsty M1A1 tanks in our Task Force. When night came, our drivers and vehicle commanders put months of desert training to good use. The Task Force maintained its rate of march, which averaged 22 kilometers per hour.



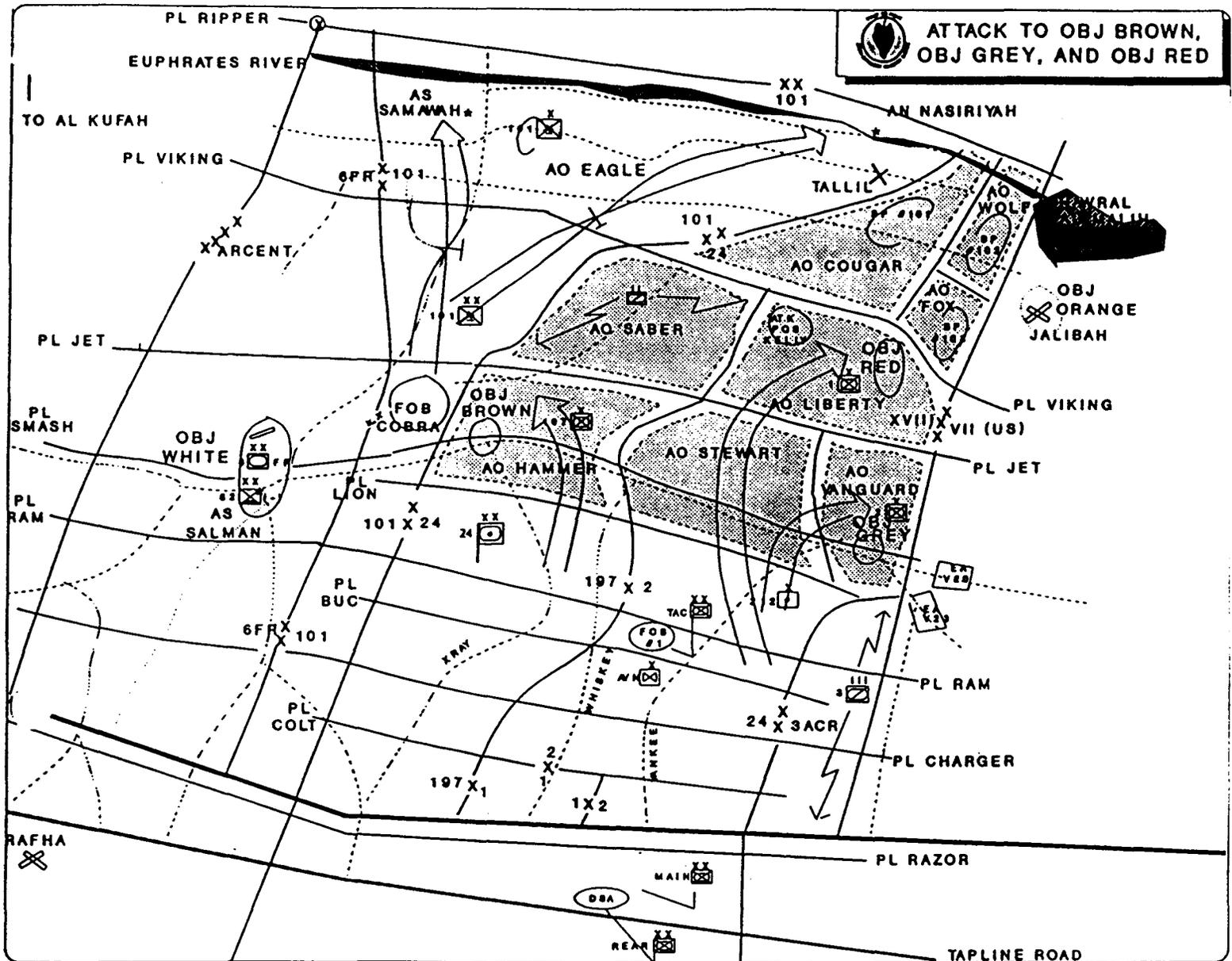
[REDACTED]

We were able to maintain our rate of march by using small, battery powered, ultra-violet lights, positioned on the rear of every vehicle in a distinctive pattern for each unit. A driver simply kept himself behind the vehicle with the proper pattern, and the entire formation would remain in proper order. This allowed the minimum number of people to maintain the movement of the Task Force, while conserving strength for the battles to come.

The second day proceeded much like the first afternoon of the attack. We moved from check point to check point, making maximum use to the Global Positioning System and the Loran Navigation System to aid in our movement.

We continued to move, without sighting the slightest evidence of human occupation. Around 1500 hours on 25 February, we encountered a Bedouin camp. The Bedouins were shocked and frightened by our presence on their land. We drove through their camps, scaring their children and livestock. Some brave boys ventured from their tents to steal a look at the strange vehicles passing by their front doors.

As night fell on the second day, we crossed Phase Line Smash and began final movement to our first objective, Red 3. We reached march objective Savannah at approximately 2200 hours on 25 February and began the occupation of Red



### ATTACK TO OBJS BROWN, GREY AND RED

\*FOLLOWING CLOSE AIR SUPPORT AND ARTILLERY PREPARATORY FIRES, 197TH BDE, SUPPORTED BY DIVARTY, ATTACKED TOWARD OBJ BROWN, CLEARED AO HAMMER, LINKED UP WITH THE 101ST AIRBORNE DIVISION, AND ESTABLISHED BLOCKING POSITIONS TO THE EAST AND WEST.

\*FOLLOWING 3-41 FA BN FIRES AGAINST ENEMY EARLY WARNING RADAR SITE, 2ND BDE ATTACKED TOWARD OBJ GREY, CLEARED AO VANGUARD, AND ESTABLISHED BLOCKING POSITIONS TO THE EAST.

\*FOLLOWING SEIZURE OF OBJ GREY AND OBJ BROWN, 1ST BDE ATTACKED THROUGH AO STEWART TOWARD OBJ RED, CLEARED AO LIBERTY, AND ESTABLISHED BLOCKING POSITIONS EAST AND NORTH.

\*2/4 CAV FOLLOWED 1ST BDE THROUGH AO STEWART AND SCREENED DIV LEFT FLANK ALONG PL VIKING.

\*DIVISION SUPPORT COMMAND (DISCOM) ESTABLISHED FORWARD OPERATING BASE #1 (FOB #1). DIVISION SUPPORT AREA #2 (DSA #2) WOULD LATER BE ESTABLISHED IN AO VANGUARD. WHILE ONLY OPERATIONAL FOR ABOUT 12 HOURS, IT SERVED AS THE PRIMARY LOGISTICS BASE TO SUPPORT THE ATTACK INTO THE EUPHRATES RIVER VALLEY.

\*36TH ENGINEER GROUP CONTINUED TO MOVE WITH FORWARD ELEMENTS IN EACH BRIGADE ZONE TO MARK COMBAT TRAILS AND IMPROVE TRAFFICABILITY FOR FOLLOW-ON COMBAT SERVICE SUPPORT.

[REDACTED]

3. By this time, everyone suffered from exhaustion, and our rehearsals paid more dividends, as everyone moved to his assigned position more out of instinct than from direction from the Task Force leadership. The occupation took almost five hours. In hind sight, it would have been better to just stop in place on Savannah, but the situation dictated that we array ourselves in a defensive posture as we waited to move to our main objective, Battle Position 102 North.

I managed to get three hours sleep that night, even though my vehicle suffered from a charging problem and leaked fuel from one of the pumps under the turret floor. The other vehicles in my company preformed without complaint from the their respective crews, and a maintenance inspection of all of the vehicles verified the fact that all of the vehicles survived the trip without damage.

On the morning of February 26, I awoke to a misty haze. We were supposed to remain in Red 3 for 12 to 36 hours, but we moved after only six hours in place. We moved through the fog and stopped in the vicinity of Phase Line Viking at 1300 hours.

My commander went to a meeting with the Task Force

[REDACTED]

commander as I amused myself with the production of another bottle of Grape Kool-Aide. When he returned, he called all of the key leaders in the company to his track, and we received the final update on the enemy situation. We stood only 25 kilometers south of confirmed enemy positions.

Our first opponents would be light infantry forces supported by an artillery brigade. My commander finished his briefing, wished us all good luck, and told us to report to him when we were ready to move. I walked back to my track and told my crew that we would be fighting before the end of the day.

I took comfort from the reaction of the soldiers in my company. We headed toward the most horrific experience of our lives with a calmness and confidence of true professionals. We were men with a mission, and our years of training would soon be put to the ultimate test.

We closed the distance between us and the enemy. The tension level on the Task Force command network increased slightly as we reach the five kilometer mark from the enemy mark, but no sign of panic or loss of control ever appeared.

Around 1500 hours that afternoon, the first contact

[REDACTED]

report sounded over the command radio network. One minute later, a full spot report, to include a number of killed and wounded Iraqis soldiers was issued and my unit began the fight toward battle position 102 North.

The lead element of my task force continued to engage and kill multiple enemy soldiers. Five minutes after the first contact, I saw a dead Iraqis soldier. The sight of a man with his insides splattered in a neat splash pattern behind his twisted body only foreshadowed the carnage I witnessed during the next ten hours.

The Task Force continued to move in the "six pack" movement formation, which received its name from the two by three array of the companies in the Task Force, as the lead element continued to clear enemy positions. At this point, I noticed explosions to my left and right at odd time intervals.

It did not occur to me at first, but we were under attack by some indirect fire asset. The explosions continued to come closer. Some of the blasts even damaged equipment strapped on the outside of some tracks. I braced myself for the barrage which must be coming as we seemed to be perfectly bracketed.

However, the big attack never came, and we continued

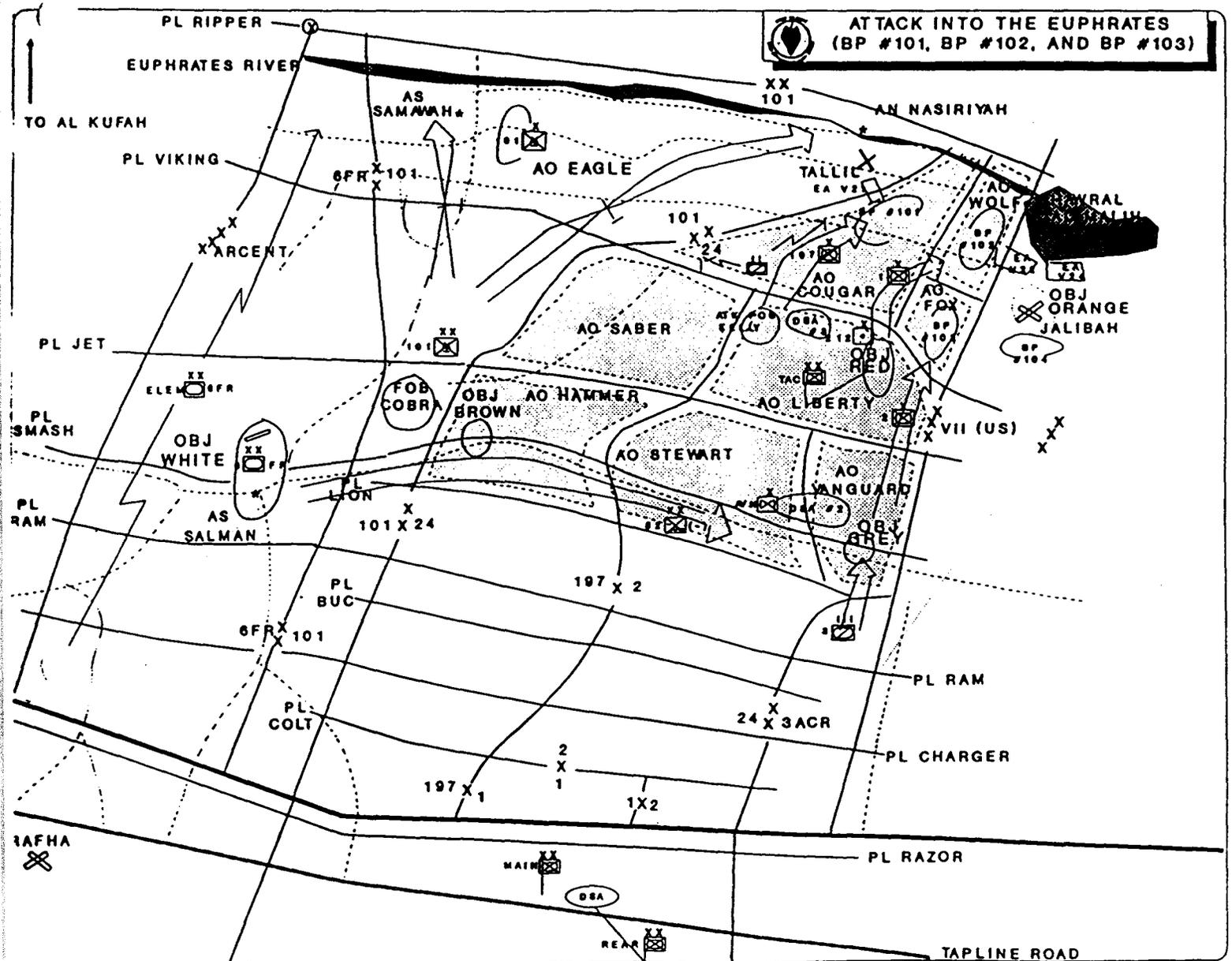
[REDACTED]

to move with every vehicle maintaining its position in the movement formation.

As we continued to move, something caught my eye on the right flank of my company. I ordered my driver to move towards the dark spot in the desert and trained my weapons on the spot. As we moved closer, I could make out three human forms and prepared to fire. Just before I squeezed the trigger, three sets of arms shot into the air and began to flutter. I relaxed my trigger finger and continued to move towards the Iraqis soldiers. When we finished searching them, we sent them to the rear and continued our advance.

As the sun began to set, we encountered the logistical support base for the artillery battalions that were firing on us earlier. The attack continued as ammunition stores exploded, causing pieces of shrapnel to hit my track like drops of rain.

Shortly after dark, we reached our objective. Finally, we reached battle position 102 North. <sup>ref map 5</sup> The battle position consisted of a series of bridges which crossed Highway 8. This six lane expressway is the ground link between Al Basrah and Baghdad. At the time, it represented the only logistical link for the Iraqis forces operating in Kuwait.



**ATTACK TO BP #101, BP #102 AND BP #103**

\*1ST BDE CONDUCTED DIVISION MAIN ATTACK TO SEIZE BP #102, ESTABLISHED AO WOLF AND BLOCKED IRAQI LINES OF COMMUNICATION FROM THE EAST. THE COMMANDING GENERAL AND DIVISION ASSAULT CP COLOCATED WITH 1ST BDE TACTICAL CP DURING THE ATTACK. COUNTERBATTERY ARTILLERY FIRE FROM 1/41 FA BN AND 212TH FA BDE SILENCED FOUR IRAQI ARTILLERY BATTALIONS.

\*2ND BDE ATTACKED TO SEIZE BP #103. ESTABLISHED AO FOX AND PREPARED TO CONTINUE THE ATTACK TO THE EAST TOWARD BP #104 AND JALIBAH AIRBASE.

\*197TH BDE ATTACKED FROM OBJ BROWN TO ATTACK POSITION KELLEY. THE BDE CONTINUED THE ATTACK TO SEIZE BP #101 AND ESTABLISH AO COUGAR. BLOCKED IRAQI LINES OF COMMUNICATION FROM THE WEST AND NORTH.

\*2/4 CAV CONTINUED TO SCREEN DIVISION'S WEST FLANK.

\*RAPID MOMENTUM OF ATTACK CAUSED LOGISTICS EFFORT

[REDACTED]

Iraqi troop transport and supply trucks moved on the road like cars in a big city rush hour. We engaged the trucks with a thirty minute display of fire power. I watched hundreds of men die as they drove unwittingly into our sites. A steady stream of enemy vehicles continued to move towards our position.

My company moved to its assigned battle position and prepared to destroy more enemy vehicles. The stream of vehicles slowed to a trickle, and we began refueling operations. As we refueled, a truck loaded with Iraqis soldiers drove into our company sector, firing small arms. My company did not engage the truck because of the possibility for friendly injuries. The truck continued to move down the road, and a few seconds later, I watched it explode as it move into the sights of a gunner from Bravo Company.

The company finished the refueling, and as we were positioning ourselves for the rest of the night, I heard a familiar popping sound come from our right flank. I looked out to see a white dot moving towards our company. I recognized it as a guided missile and could only watch as it approached our position. The missile impacted just over the hill from my track. I braced myself for the casualty report, only to hear the frightened but relieved voice of the third platoon sergeant on the radio. He reported that

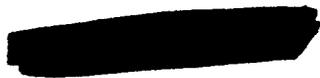
[REDACTED]

a missile exploded just short of his track, damaging some of his road wheels but causing no injuries.

Several soldiers requested permission to return fire in the direction of the missile attack. My commander received my report on the situation and refused to allow return fire because our sister battalion fought in the area in question. Before I could debate the issue, another missile come popping towards our location. Everyone watched and hoped that the gunner guiding the missile did not improve his aim.

The second missile exploded twenty meters from the nearest track, and once again, everyone breathed a sigh of relief. Again, several soldiers asked for permission to return fire in the direction of the missile attack. My commander again refused to allow return fire and instructed me to inform the battalion executive officer of our problem and to get him to make our sister battalion to get control of its people.

The coolness of my commander probably saved some American lives, as I later discovered that we were attacked by our sister battalion. A potentially tragic incident never occurred because my commander relied on his training and did not let emotions cloud his judgment.

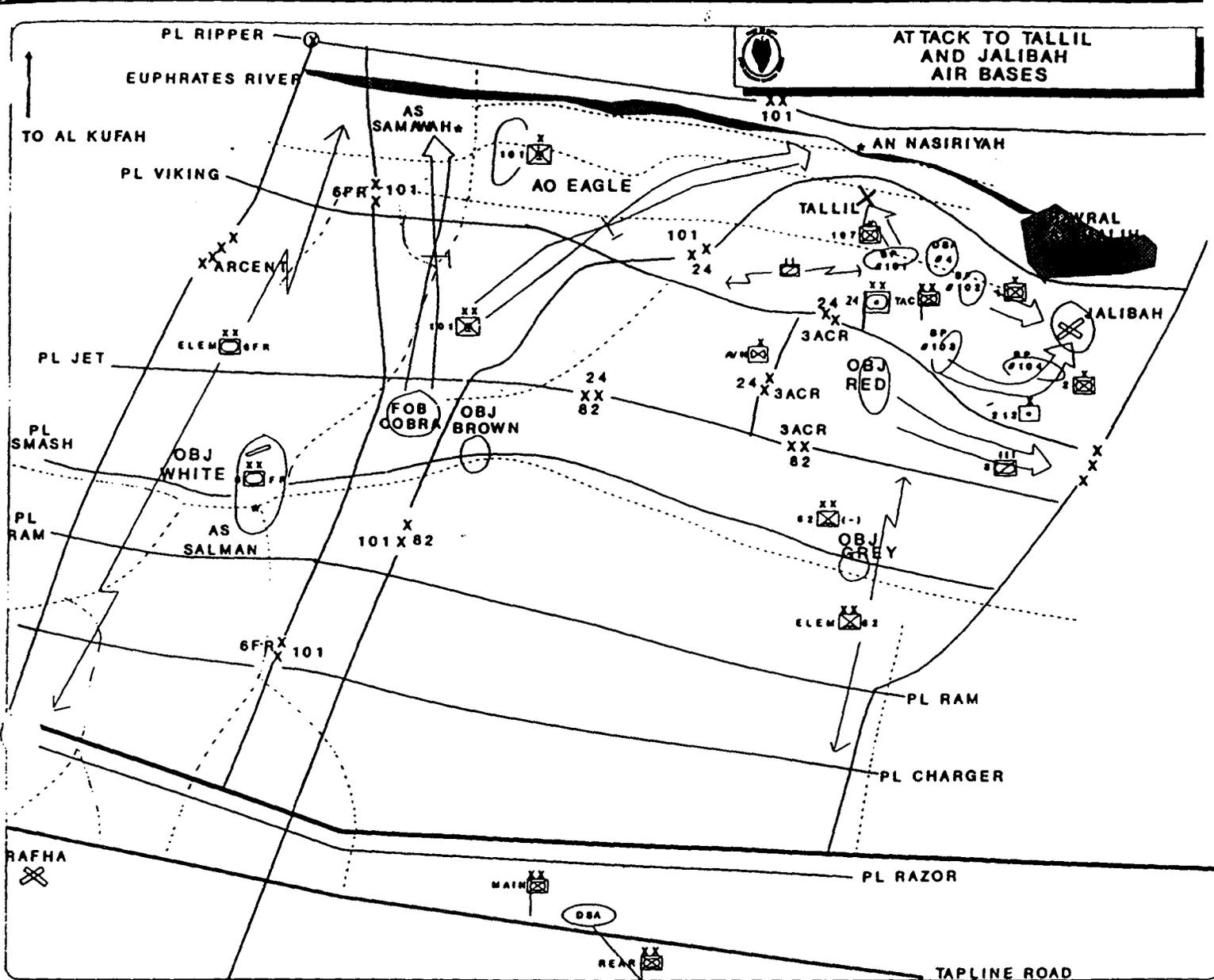


After the missile attack, we faced only sporadic enemy contact. We then began to treat some of the many wounded that seemed to be every place. My company's medics worked throughout the night trying to save the lives of men that we injured during the battle. I watched a man with out legs try to crawl across the road. I could hear his back bone or ribs scrape the pavement as he moved. I knew that he would soon find relief in death, and we spent time trying to save the ones with a chance for survival.

The sights of death and the human suffering that I witnessed forever changed my perception of war. We did not suffer any casualties during our first day of fighting, but we knew that some where to our front, the Republican Guard moved to escape U.S. forces to the south.

The next morning, my Task Force conducted a supporting attack in support of the assault on Jalibah air base. We moved next to Highway 8. I mostly watched countless scores of Iraqis soldiers walking through our formations with white flags held over their heads. ref mcp 6

As we moved through the countryside, the Iraqi farmers watched our columns move through their fields. Most of them watched passively. Some of the Iraqi farmers waved as we passed, and some even cheered. One of the farmers



### ATTACK TO JALIBAH AND TALLIL AIR BASES

\*1ST BDE CONDUCTED FIXING ATTACK FROM BP #102 ALONG HIGHWAY EIGHT TOWARD JALIBAH AIRBASE. DIVISION COMMANDER AND AIRBORNE CP FLEW TO COLLOCATE WITH 1ST BDE TACTICAL CP.

\*2ND BDE CONDUCTED DIVISION MAIN ATTACK FROM BP #103 TO BP #104. SUPPORTED BY FIVE ARTILLERY BATTALIONS, 2ND BDE CONDUCTED ATTACK AGAINST JALIBAH AIRBASE FROM SOUTHERN FLANK.

\*197TH BDE PROTECTED DIVISION'S WEST AND REAR FLANK. BDE WAS ENGAGED BY ENEMY FIRE FROM TALLIL AIRBASE. DIVISION RECEIVED PERMISSION FROM XVIII AIRBORNE CORPS TO CONDUCT COUNTERATTACK AGAINST TALLIL. FOLLOWING 28 CLOSE AIR SUPPORT SORTIES AND HEAVY PREPARATORY ARTILLERY FIRES, TASK FORCE 2/69 AR CONDUCTED COUNTERATTACK AGAINST TALLIL AIRBASE. DESPITE 20 FOOT BERM AROUND AIRBASE, 2/69 ARMOR WAS ABLE TO PENETRATE THE MAIN ENTRANCE. NUMEROUS ENEMY AIRCRAFT AND ARMORED VEHICLES DESTROYED.

\*2/4 CAV MAINTAINED SCREEN OF DIVISION'S WEST FLANK.

\*3RD ARMORED CAVALRY REGIMENT (3RD ACR), PLACED UNDER THE OPERATIONAL CONTROL OF THE 24TH INF. DIV. REGIMENT ATTACKED EAST FROM OBJ RED TO SCREEN THE DIVISION'S RIGHT (SOUTHERN) FLANK AND MAINTAIN CONTACT WITH U.S. VII CORPS.

\*AVIATION BRIGADE CONDUCTED APACHE MOVEMENT-TO-CONTACT FORWARD (EAST) OF 1ST BDE AND 2ND BDE. HEAVY ANTI-AIRCRAFT FIRE ENCOUNTERED TWO

[REDACTED]

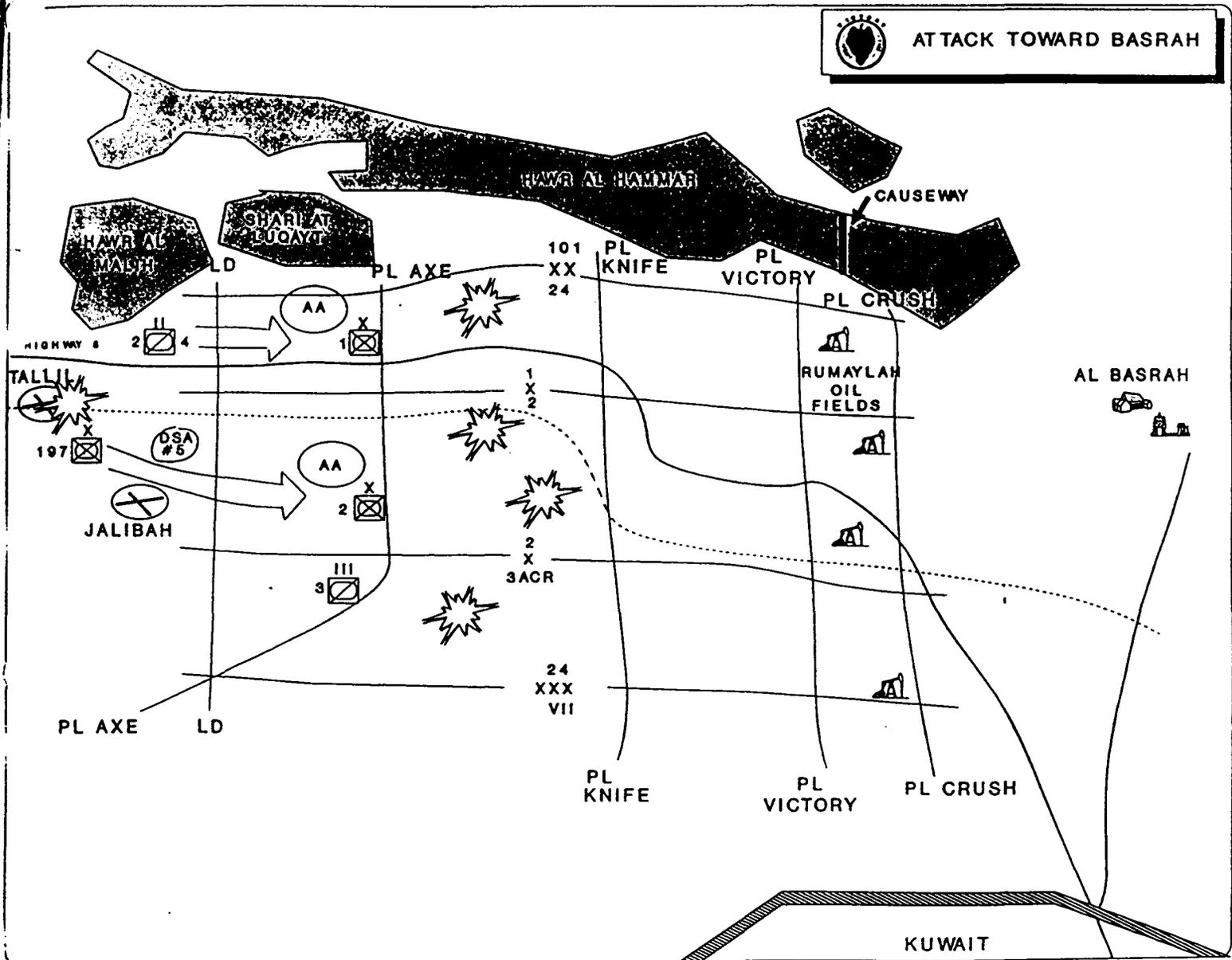
began to follow us in a red pickup truck. He moved in and out of our formations and paralleled our movement. I watched him for a few moments and then allowed my attention to shift to other sights.

Just then, I hear three shots coming from my right rear at very close range. I thought a sniper fired the shots, and I ducked into my turret with such speed that I caught a cramp in my left leg. My gunner heard the shots and watched me duck. When I moaned from the pain of the cramp he thought that a bullet hit me. I told him that about my cramp, and he relaxed.

The three shots came from the track behind me. The platoon sergeant from second platoon felt threatened by the actions of the truck driver, and he shot him. A life ended because a man felt threatened and reacted as his training dictated. A waste of a life, but wars always destroy life.

We traveled east sixty kilometers and halted. We began preparing for the final assault into Al Basrah. The attack would begin at 0000 hours. The attack time slipped to 0500 hours at 2000, and I decided to get some sleep. I rested well and did not worry about the outcome of the next days fighting.

pp 2 map 7



### ATTACK TO BASRAH

\*DISCOM ESTABLISHED DSA #5 IN THE VICINITY OF JALIBAH AIRBASE TO SUPPORT CONTINUATION OF ATTACK TO THE EAST.

\*DIVISION ATTACKED WITH 1ST BDE MAIN ATTACK ON THE LEFT (NORTH) FLANK, 2ND BDE IN THE CENTER, AND 3RD ACR (OPCON) ON THE RIGHT (SOUTH) FLANK. ATTACK ORIENTED ALONG HIGHWAY 8 (MAIN ENEMY LINE OF COMMUNICATION) TOWARD PL AXE.

\*2/4 CAV ATTACKED FROM AO SABER AND OCCUPIED TACTICAL ASSEMBLY AREA BEHIND 1ST BDE (NORTHERN ZONE).

\*197TH BDE ATTACKED FROM TALLIL AIRBASE AND OCCUPIED TACTICAL ASSEMBLY AREA BEHIND 2ND BDE (CENTER ZONE).

\*UPON REACHING PL AXE, MASSIVE ARTILLERY PREPARATORY FIRES FIRED THROUGHOUT THE NIGHT BY NINE AND ONE-THIRD ARTILLERY BATTALIONS (DIVARTY, 212TH FA BDE, 18TH FA BDE) IN ANTICIPATION OF CONTINUING THE ATTACK AT 0500 HOURS (FEB 28).

\*DIVISION COMMANDER UPDATED BY DIVISION CHIEF OF STAFF AT 0330 HOURS (FEB 28) THAT PRESIDENTIAL CEASE FIRE TO GO INTO EFFECT 0800 HOURS. TO AVOID UNNECESSARY U.S. CASUALTIES, ATTACK WAS TEMPORARILY SUSPENDED AT 0500 HOURS. ARTILLERY FIRE CONTINUED UNTIL 0800 HOURS TRUCE.

\*ATTACK ZONE PROBABLE IRAQI THEATER LOGISTICS SITE, LARGE MUNITIONS COMPLEX

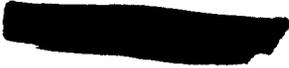
[REDACTED]

I awoke the next morning to the news that the attack once again slipped. I turned my short wave radio to the Voice Of America station and heard President Bush announce that a cease fire would soon be initiated. At the moment that his speech ended. An artillery mission began, and the morning silence disappeared.

I felt excited and very relieved to know that I would live to see the victory. We spent that day taking prisoners as they continued to move towards our position. Occasionally, an Iraqis would open fire, but he would not live long enough to realize his mistake. I began to make plans for the move to Saudi Arabia as night came, and I slept the sleep of a relieved man that night.

The next morning, we continued to hold our blocking position on Highway 8. Some of our scout vehicles mired themselves the previous night, and a recovery effort was now in progress to our Task Force front. I just began my breakfast when a report of multiple BMPs moving towards us came over the radio.

I did not pay much attention to the report, since many reports resulted from cases of mistaken identity of other coalition forces. When a second report of several hundred BMP's and T-72 tanks moving in our direction came over the net, I began to get nervous. I thought that the war ended



too easily and that the Iraqis were trying to launch a sneak attack.

We moved to battle ready status and prepared for a real bit of fighting. The remnants of the Hammurabi and Medina RGFC divisions were moving towards the 24 Infantry Division, and I knew that we would not just let them go home. My Task Force moved into blocking configuration as the tank task force moved to get ready for a counter attack. We would not fire until the Iraqis fired, and one of them did.

The aviation Brigade sent Apache helicopter companies forward, and they began to destroy the enemy vehicles. As it became apparent that this battle would be won, I settled back to finish my breakfast MRE. I watched vehicle after vehicle explode as the helicopters fired Hellfire missiles. I even wrote two letters during the battle.

When the shooting ended, 800 trucks and 240 armored vehicles burned in the Rumaylah oil fields. This represented the last fighting that I witnessed. After the battle ended, we moved forward to clear Iraqis positions. We destroyed stores of ammunition and weapons and cleaned the Iraqis country side of the debris of war. *ref map 8*

Several days passed, and we received the word to move



[REDACTED]

back to Saudi Arabia. We started our trip home, moving down Highway 8, and then through the same desert that we made our attack. Our mission accomplished, Kuwait free, and all of our soldiers going home.

The actions of my unit during Operation Desert Storm were memorable. We were able to cover great distances over tough terrain and adverse weather conditions. The training and rehearsals performed before the mission began, proved to be invaluable. Soldiers were able to perform in a very fluid environment with little direct guidance. Their performance can be attributed to the soldiers knowing the purpose of their mission and the commanders intent.

Once contact was made, soldiers were able to engage the enemy and remain cool. The result of years of gunnery training and realistic force on force training. In the final analysis, soldiers with competent leaders, sound tactical plans, and rehearsed actions, will perform extremely well in a combat environment.