2d Battalion, 11th Infantry Regiment Infantry Basic Officer Leader Course (IBOLC) Standards Book

20 April 2020



DEPARTMENT OF THE ARMY 2ND BATTALION, 11TH INFANTRY REGIMENT BUILDING 259, 6649 VIBBERT AVENUE FORT BENNING, GEORGIA 31905-4475

ATSH-TPB

20 April 2020

MEMORANDUM FOR Lieutenants, Staff, and Cadre of 2nd Battalion, 11th Infantry Regiment – the Infantry Basic Officer Leader Course (IBOLC)

SUBJECT: IBOLC Standards Book

- 1. 2nd Battalion, 11th Infantry Regiment the Infantry Basic Officer Leader Course (IBOLC) prides itself in the professional conduct of its Cadre and Lieutenants, with the explicit mission to train and develop lieutenants as infantry officers, imbued with the warrior ethos, and ready to lead platoons in combat. The IBOLC Standards Book is issued to all Cadre and Lieutenants during in-processing and outlines the standards specific to the unit.
- 2. I fully expect every Cadre, Permanent Party Service Member, and Lieutenant to adhere to these standards and, if necessary, take corrective action to enforce compliance. Violations of the standards and policies herein are subject to punishment under the Uniform Code of Military Justice and adverse administrative action.
- 3. We are professionals and will at all times conduct ourselves in a manner that brings credit upon the Army and the unit.

4. The point of contact for this memorandum is the 2-11 IN (IBOLC) Battalion Executive Officer at 706-545-8192.

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IBOLC History

The Infantry Basic Officer Leadership Course (IBOLC) traces its history to the School of Musketry, formed on 1 April 1907 at the Presidio of Monterey, California. This school was moved to Fort Sill, Oklahoma in 1915, where it was re-designated the Infantry School of Arms. On 18 September 1918, the War Department issued orders moving the Infantry School of Arms to an obscure post named Camp Benning and the school's first class of newly commissioned officers arrived on 2 December 1918 to "master those weapons which a soldier himself carries on foot."

The Infantry School of Arms recognized the need for a unit of trained cadre and instructors to demonstrate the tactics and doctrine taught at the school. In 1919, the 29th Infantry Regiment was established to serve in this capacity for the next twenty-four years.

War Department General Order 7 officially established the Infantry School at Camp Benning, Georgia on 30 January 1920 with the mission "to prepare selected officers to perform Infantry duties required in peace and war with emphasis on the art of command and leadership." During that first year, 702 officers attended the course at Camp Benning, the largest body of student officers assembled in a time of peace for training in the art of war during America's first 144 years. In 1940, the Infantry School became a separate part of the post and on 13 November 1941 the Student Training Units were reorganized into two student regiments and trained both officers and enlisted men.

By 1942, America had entered World War II and in May of that year, the Infantry School was expanded to three regiments under a Student Brigade. At the war's end in 1945, the Brigade was deactivated, and the Infantry reverted to two training regiments. As the Korean War began in 1951, the Student Brigade headquarters was reactivated. Until 1953, however, there was no Basic Course for Infantry Officers. The Student Brigade ran the Infantry School's Officer Candidate School, while officers from other commissioning sources were sent directly to their units.

In 1953, the Basic Infantry Officer Course was established and all newly commissioned Infantry officers, with the exception of OCS officers, attended this course supervised by cadre of the 1st and 2nd Student Regiments. This organization remained in effect until 1964, when the Infantry School was re-designated the United States Army Infantry School and the School Brigade was formed with the 2nd Student Battalion to instruct Infantry Officers.

The Battalion was re-designated in 1974 as the Basic Officer Training Battalion (BOTB), a provisional command subordinate to The School Brigade, with the mission of training infantry combat platoon leaders. During this time the program underwent major revisions. MG Willard Latham, the Commandant of USAIS, directed the basic course be improved so that lieutenants would become experts in weapons, tactics, and maintenance. GEN William Deputy, the TRADOC Commander, directed the Infantry School to test an Infantry Officer Basic Course (IOBC) structured with trainer- cadre assigned to each platoon. This organization was to be based on the Israeli Officer Basic Training system. Through 1977 and 1978, a Provisional Battalion was formed with a permanent home in Building 74 as the 2nd Student Battalion of the School Brigade.

In June 1982, permanent order 106-1 re-designated the battalion as the 2nd Training Battalion (IOBC). In late 1982 a major revision to the course took place; adding two additional weeks to the course making it 16 weeks long. In 1987 the IOBC line companies where recognized as Alpha, Bravo, Charlie, Delta, and Echo companies. On August 14, 1987, in accordance with Permanent Order 94-37, the 2nd Training Battalion was re-designated as the 2nd Battalion, 11th Infantry. On 8 February 1991 the School Brigade was inactivated and was re-designated as the 11th Infantry Regiment. In 2010 the Infantry Officer Basic Course was redesignated the Infantry Basic Officer Leader Course (IBOLC).

Over the years, the program of instruction for IBOLC continued to change, making it a more physically and mentally demanding course. But since 1907 the IBOLC mission has remained essentially unchanged:

To prepare and train Infantry Lieutenants to lead platoons in combat.

2nd Battalion, 11th Infantry Regiment History

The present 11th Infantry Regiment of the Regular Army can trace its entity back to a Presidential decree signed by President Lincoln at the beginning of the Civil War in 1861. However, as far back as 1798, again in 1812, and in 1847, certain regiments of the Army bore the designation of 11th Infantry. These organizations, however, were militia or temporary organizations.

Of its Civil War record it is known to have been first a part of the Army of Ohio and later a part of the Army of Cumberland, taking part in such battles as Shiloh, the Kentucky Campaign, Chickamauga, Murfreesboro, the March through Georgia, and the Battle of Atlanta.

Following the Civil War, the 11th became known as the Wandering 11th. Between 1898 and 1920, the first battalion made 29 changes of station, including seven years of foreign service. The third battalion changed station 55 times, spending six years on foreign soil. The regimental colors have been flung to the breezes under the sun of nine different nations – Cuba, Philippine Islands, Mexico, France, Belgium, Iceland, The British Isles, Germany, and Luxembourg.

Just after the Civil War, the regiment was occupied with Indian campaigns and with short interims of garrison life until the war with Spain 1898. The Puerto Rican campaign light, with only one major battle at Las Marias being necessary to reduce the Spanish Garrison.

From 1904 to 1913 the Regiment was stationed in the West. In 1906, it supported efforts following the Great San Francisco Earthquake. In 1911, the 11th was moved to Texas City, Texas, to be in the proximity of threatened border trouble the General Pancho Villa and his outlaw army. After two years the regiment was moved to Arizona and New Mexico and performed guard duty along the border.

The 11th's joined the Allied Expeditionary Force of World War I on April 24, 1918, when the regiment sailed for France, and by May 1st had completed the long hike to Camp Pontanazon near Chaumont, France, where it joined the 5th Division.

The 11th then took part in the Vosges Mountains, St. Mihiel, and Meuse-Argonne offensives. In the second phase of the Meuse-Argonne offensive, the regiment forced a brilliant crossing of the Meuse river near Dun, under intensive artillery and machine gun fire, gained a bridge—head across the river and started

the Germans on retreat. For this action, the 11th has chosen November 5 as Organization Day and adopted the stirring French "Sombre et Meuse" as its Regimental March. After the armistice, the 11th was assigned to occupation duty in Germany and Luxembourg, returning to the United States in 1919.

Three years later the 11th moved to Ft. Benjamin Harrison, Indiana, for permanent station. There followed 17 years of garrison life.

In 1939, the 11th joined the 5th Division at Ft. McClellan, Alabama, and by 1942 the Wandering 11th was on its way to Iceland.

Out posting and defense of the Keflavik area in Iceland kept the troops busy for 15 months until the regiment moved to England in August 1942. Late in October the 11th moved into the bleak wet hills of Northern Ireland, where for eight months they trained for combat.

On the eve of the departure for the Normandy Beach head, the regiment was inspected by Generals Eisenhower and Patton. General Patton remarked "This is the fittest, roughest, readiest outfit that I've ever inspected." At midnight on July 4, 1944, the 11th boarded the Transport Excelsion for the voyage to France, and on the afternoon of July 9 dropped anchor off the Coast of Normandy.

From Normandy, the 11th swept through Northern France, The Ardennes-Alsace, Central Europe and the Rhineland to aid in the defeat of the Axis Powers. For their action, all companies of the 2d Battalion were entitled to a streamer in the colors of the French Croixe de Guerre with palm embroidered "Fountainebleau." By the latter part of July 1946, the 11th had returned to the United States after four continuous years of war and occupation.

The regiment operated in Cam Lo, Dong Ha, Quang Tri, and Khe Sanh during the Vietnam War. The 11th Infantry took part in defeating the North Vietnamese Army's Tet 1969 offensive and was involved in numerous counterattacks during the same year. During the Sanctuary Counteroffensive in Cambodia the 11th Infantry disrupted North Vietnamese operations in the country. The regiment was inactivated in 1972 at Fort Carson, Colorado.

The 11th Infantry was reactivated and transferred in 1987 to the Infantry School at Fort Benning, Georgia. 2nd Battalion currently serves as the Infantry Basic Officer Leader Course which trains and develops every Infantry Lieutenant for the U.S. Army.

1. Garrison Standards.

- a. Responsibilities. Our Cadre, Lieutenants, and Soldiers are all leaders and personally responsible for their own actions. Additionally, all members of 2-11 IN are bound to make corrections on personnel not adhering to unit, MCoE, or Army standards.
 - b. Respect and Military Courtesy.
- 1) All Lieutenants assigned to 2-11 IN, regardless of position within Initial Military Training (IMT) strategy progression, are commissioned Officers in the U.S. Army and will be treated as such.
- 2) Cadre are charged with training and developing Lieutenants; corrective training will be limited to the deficiency observed (e.g. retraining a specific performance measure from a T & EO) and not just used to humiliate, abuse, or punish.
- 3) All areas within the battalion footprint require full customs and courtesies IAW AR 600-25; there are NO "no salute" areas at 2-11 IN.
- 4) Soldiers will salute officers of higher rank when wearing the Army Physical Fitness Uniform except when in formation or actively participating in Physical Readiness Training (PRT). Cadre and Battalion, Brigade, and USAIS leadership all wear shirts/sweatshirts with name and rank or rank insignia while wearing the APFU to assist in identification.
- 5) Salutes are not required to be rendered or returned when the senior or subordinate or both are in civilian attire.
- c. On and Off Duty Conduct. How our Cadre, Lieutenants, and Soldiers conduct themselves both on and off duty speaks to the unit's overall discipline and readiness. Members of 2-11 IN will always behave in a manner that will bring credit upon themselves, the unit, and the Army.
- 1) Drugs. It is a violation of both the Uniform Code of Military Justice and Georgia state law to knowingly possess, use, or distribute a controlled substance. The unit runs an active drug and alcohol program and Soldiers can expect random, unannounced urinalysis testing.
- 2) Off Limit Locations. The following addresses and/or establishments in Columbus, Georgia, have been placed off-limits to all military personnel within the Fort Benning area:
 - a) Capital Consortium Group, Inc. (Registered in South Carolina)

- b) 3 Hebrew Boys, L.L.C. (Registered in South Carolina)
- c) Majestic Club, (Previously known as the VS Lounge), 2102 Cusseta Road
- d) American Fidelity National Life Insurance Company, PO Box 25523, Oklahoma City, OK 73215
- e) Waters and banks of the Chattahoochee River for a distance of 1- mile above and below the 13th Street Bridge between Columbus, Georgia, and Phenix City, Alabama, are designated off-limits for recreational activities, including fishing, wading, and swimming. This does not prevent the use of the River Walk or adjoining streets and sidewalks but expressly prohibits fishing, wading, and swimming in the river, or walking on rocks in the river or along the river's banks. Commercial White-Water activities surrounding the 13th Street Bridge may be utilized provided it's a guided trip conducted by an approved and licensed outfitter/guide. Viewing of the white-water course is also permissible from "Wave Island" and the bridge. Military personnel may continue to fish in this area from powerboats, provided the individuals wear approved life preservers or floatation devices.
- f) T & T Cigar and Food, 2905 Warm Springs Rd, Columbus, GA
- g) Concierge, non-vetted transportation and lodging services associated with John Melton.
- h) Carousel Lounge, 3003 Victory Dr, Columbus, GA
- i) Foxy Lady, 3023 Victory Dr, Columbus, GA
- j) Combat Footgear INC, 2039 Torch Hill Rd, Suite 104, Columbus, GA 31905. On Post activities by Combat Footgear at Ft. Benning, GA including delivery, sales, and product presentation are prohibited. Off post there are no restrictions regarding Combat Footgear Inc. business locations at 2039 Torch Hill Road, Suite 104 and 6783 Veterans Pkwy, Suite 400, Columbus, GA. Service members may utilize online and off post Combat Footgear Inc. business operations.
- k) The Shack, 3200 Atlanta Hwy, Montgomery, AL.
- 3) Prohibited Relationships. Lieutenants and Cadre will not engage in inappropriate relationships with one another. This includes, but is not limited to:

- a) Dating, handholding, kissing, embracing, caressing, and engaging in sexual activities. Prohibited personal, intimate, or sexual relationships include those relationships conducted in person or via cards, letters, e-mails, telephone calls, instant messaging, video, photographs, social networking, or any other means of communication.
- b) Establishing a common household, that is, share the same living area in an apartment, house, or other dwelling.
- c) Consuming alcohol together on a personal social basis or attending social gatherings, clubs, bars, theaters or similar establishments on a personal social basis.
- d) Entering one another's dwelling or privately-owned vehicle except to conduct official business. Exceptions are permitted when the safety or welfare of the Lieutenant/Cadre is at risk.
- e) Gambling, wagering, lending money, or any other activity that results in one being indebted to the other.
- f) Making sexual advances to one another or seeking/accepting sexual advances/favors from one another.
- 4) Wear of the Uniform.
 - a) The Army Physical Fitness Uniform (APFU). The Army Physical Fitness Uniform (APFU) is the Army PT Uniform. The APFU will be worn IAW AR 670-1.
 - i. Soldiers may wear all or parts of a serviceable and clean APFU while off-duty or off-post. Attire will be appropriate for the activity. Key chains are not to hang off of the uniform.
 - ii. The APFU will not be worn in the PX, Commissary, or other shops/establishments on post.
 - iii. The APFU is NOT the daily duty uniform. Civilian gym clothes are not authorized at any point during the duty day.
 - iv. Cadre are authorized to wear the battalion PT shirt (long or short sleeve) and sweatshirt with the APFU.

- v. Barefoot style running shoes with separate compartments for individual toes are not authorized.
- vi. Crew cut socks must be white or black, with no logos, and must cover the ankle bone.
- vii. The wear of compression shorts is authorized with the APFU. Compression shorts must be black with no logos.
- viii. The black microfleece watch cap is the only authorized headgear with the APFU.
- ix. Lieutenants and Cadre must wear a yellow reflective belt around the waist when wearing long or short sleeve shirt or sweatshirt with the APFU, or from right shoulder to left waist when wearing the APFU outer garment (i.e. jacket).
- x. Outer-garment pants are not to be worn without the outer-garment shirt (i.e. APFU jacket or Battalion Sweatshirt). When downgrading, Soldiers will remove the outer-garment pants prior to the outer-garment shirt, IAW FM 7-22, Appendix D.
- xi. Use of headphones while wearing the APFU is only authorized while inside a fitness center. Soldiers are not authorized to wear headphones with the APFU while running outdoors, even if on a closed track.
- xii. International Military Lieutenants may wear the physical fitness uniform of their home Army or the APFU; they will not wear civilian athletic attire in lieu of a physical fitness uniform.
- xiii. All personnel, regardless of duty status (e.g. on duty, leave, etc.), will wear the APFU while conducting group or individual PRT, Monday Friday, o530 o800 (excluding federal holidays) while on Fort Benning (i.e. outdoors or within fitness centers).
- xiv. Wear of the APFU will be determined at the company level and will be in compliance with the chart below (FM 7-22, Appendix D).

	Temperature			
	60 or +	50 - 59	40 - 49	39 & below
Uniform Items				
S/S Shirt	х			
Shorts	х	х	х	х
L/S Shirt		х	х	х
Outer-garment Shirt			х	x
Outer-garment Pants				х
Gloves w/ Inserts				Х
Watch Cap				х
04				
Strength and Mol	bility	Temp	erature	
Strength and Mol	60 or +	Tempo 50 - 59	erature 40 - 49	39 & below
Strength and Mol				39 & below
				39 & below
Uniform Items	60 or +	50 - 59		39 & below
Uniform Items S/S Shirt	60 or +	50 - 59 X	40 - 49	
Uniform Items S/S Shirt Shorts	60 or +	50 - 59 X X	40 - 49 X	х
Uniform Items S/S Shirt Shorts L/S Shirt Outer-garment	60 or +	50 - 59 X X	40 - 49 X X	x x
Uniform Items S/S Shirt Shorts L/S Shirt Outer-garment Shirt Outer-garment	60 or +	50 - 59 X X	x x x	x

5) Army Combat Uniform (ACU). The Army combat uniform (ACU) in the Operational Camouflage Pattern (OCP) is the daily work, utility, and field uniform. Lieutenants and Cadre may wear the Improved Hot Weather Combat Uniform (IHWCU) at any time when the ACU is the prescribed uniform. The Operation Enduring Freedom (OEF) - Camouflage Pattern (CP) ACU is no longer authorized for wear, as of o1 OCT 19. The ACU will be worn in accordance with AR 670-1 at all times. The ACU consists of a coat, trousers, boots, and headgear.

a) Coat.

- i. The combat uniform coat is worn hooked/looped and/or buttoned and zipped at all times.
- ii. Soldiers will wear the tan 499 undershirt underneath the coat.

- iii. Cadre will wear the 199th IN BDE unit patch; Lieutenants will wear the US Army Infantry School "Follow Me" patch.
- iv. Members of 2-11 IN are not authorized wear of the Army Combat Shirt (ACS).

b) Trousers.

- i. The combat uniform trousers are worn buttoned and with a tan 499 rigger belt.
- ii. Soldiers will wear the trousers tucked into the top of the boots or bloused using the draw strings at the bottom of the trousers, or commercial blousing devices if the trousers are not tucked into the boots. When bloused, the trousers will not extend below the third eyelet from the top of the boot.

c) Boots.

- i. Boots, combat, coyote brown are to be worn with the Army Combat Uniform. The Army combat boots (how weather and temperate weather) are clothing bag issue items. Soldiers may wear commercial boots of a design similar to that of the Army combat boot, but they must be AR 670-1 compliant.
- ii. Socks are tan, green, or black, stretch type, calf-length with a cushion sole.

d) Headgear.

- i. The Patrol Cap (PC) is the standard headgear for Soldiers while in the Army Combat Uniform.
- ii. The name tape will be worn centered on the hook-and-loop pads or sewn on the back of the patrol cap. Subdued pin-on or sew-on grade insignia is worn centered on the front of the headgear left to right, and top to bottom.
- iii. Soldiers wear the patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground.
- iv. Cadre and Lieutenants will sew two luminescent cat eyes, one inch apart, on the back of the field patrol cap. Patrol caps with cat eyes are not authorized for wear in the cantonment area, except while in the battalion footprint departing for or returning from field training.

- v. During cold weather training and at the discretion of the company commander, personnel may wear the black or coyote brown microfleece watch cap snuggly over their head with no rolls. Watch caps of other materials (e.g. wool) are not authorized.
- e) Personnel returning from field operations/training will ensure their uniform is complete, clean, neat and presentable and that their personal appearance complies with AR 670-1 (i.e. clean shaven and without camouflage paint) before entering any establishments, regardless of time.
- f) Hot Weather Uniform. Modifications will be based on current WBGT readings. Hydration is executed continuously throughout training event. Cadre will add 5 degrees to the WBGT reading when body armor and helmets are being used. Lieutenants and Cadre will adhere to and enforce the controls for all heat categories as outlined below.
 - i. Heat Category 1-2 (78° 84.9°) No Restrictions
 - ii. Heat Category 3 (85° 87.9°) Un-blouse and cuff trouser legs (2 Rolls), unzip FLC.
 - iii. Heat Category 4-5 (>88°) All Heat Cat. 3 controls as well as the following: cuff sleeves with one roll interior and units may remove headgear during rest periods at Company Commander discretion.
 - iv. When leaving the field to a garrison environment, the uniform will be in accordance with AR 670-1.
- g) Cold Weather Uniform. Clothing and equipment are worn loose to avoid interference with circulation. Necessary clothing for protection against cold and wind is worn in layers. Cadre members may adjust the uniform to prevent cold weather injuries. Camouflage face paint is not applied when temperatures drop below 40° F. Lieutenants and Cadre will adhere to and enforce the controls for all cold categories as outlined below.
 - Cold Category 5 (30° 35°) Static: ACU optional Gortex jacket, poly promedium weight LVL II, Temperate weather boots or insulated boots, patrol cap or watch cap and cold weather gloves.
 Moving: LW or MW polyp optional, FJ liner optional, temperate weather boots, patrol cap or watch cap and cold weather gloves.

- ii. Cold Category 6 (20° 34°) Static: ACU Gortex Jacket, poly pro-medium weight LVL II, temperate weather boots or insulated boots, watch cap, neck gator, ear area covered and cold weather gloves.
 Moving: LW or MW poly pro optional, FJ liner, Lieutenants moving in ECWSE optional, temperate weather boots or insulated boots, watch cap, ears are covered, and cold weather gloves.
- iii. Cold Category 7 (05° 19°) Static: ECWCS or ACU Gortex, poly pro medium weight, medium LVL II, insulated boots 200g thinsulate, neck gator optional, watch cap, facemask, balaclavas mandatory, trigger finger mittens Moving: ECWCS or ACU Gortex, poly pro medium weight, medium level II, insulated boots 200g, ThinsulateNeck gator optional, watch cap, facemask, balaclavas mandatory and trigger finger mittens.
- iv. Cold Category 8 (-4° -10°) Static: ECWCS mandatory, VB Boots, neck gator optional, watch cap, facemask, balaclavas mandatory, trigger finger mittens. Moving: ECWCS mandatory, 200g Thinsulate with overshoes if wet, neck gator optional, watch cap, facemask, balaclavas mandatory, trigger finger mittens.
- v. Cold Category 9 (below-10°) Static: ECWCS Mandatory, VB Boots, neck gator optional, watch cap, facemask, balaclavas mandatory, trigger finger mittens.

 Moving: ECWCS Mandatory, insulated boots 200g Thinsulate with overshoes if wet, neck gator optional, watch cap, facemask, balaclavas mandatory, trigger finger mittens.
- 6) Army Service Uniform (ASU).
 - a) The Army Service Uniform is the uniform to be worn in a semi-formal and formal setting.
 - b) The 2-11 IN crest will be worn as the distinguishing unit insignia on the ASU, unless officially affiliated with another unit.
 - c) Jump boots and berets other than black are not authorized while assigned to 2-11 IN.
- 7) Carrying or Wear of Bags.

a) Wear of Bags

- i. Carried by hand.
- ii. Carried over one shoulder (not across the body).
- iii. Carried with both shoulders.
- b) Must be black, OCP or other army color/pattern with no logos.
- c) Contents must not be visible (mesh and clear bags are prohibited).
- d) No restrictions to bag color when carried by hand.
- 8) Off-Duty Appearance.
 - a) The high professional standards of appearance maintained by uniformed military personnel in 2-11 IN will carry over into the selection of civilian attire. Accordingly, civilian clothing will not contain profanity, obscene images, depict drugs or advocate drug use, or any other markings or characteristics that would bring discredit upon the service member or service.
 - b) Soldiers will not wear clothing as an outer garment which is obviously intended to be worn as an undergarment. This does not include T-shirts.
 - c) Soldiers will refrain from appearing in bare feet except in facilities or areas in which footwear is not appropriate, such as swimming pools.
 - d) Civilian trousers will not be loosely worn so that the undergarment is exposed or that they hang below the hips.
- 9) Firearms.
 - a) Soldiers will adhere to MCoE Regulation 190-11.
 - b) Firearms must be registered with the MP station in order to bring on post.
 - c) Personally, owned firearms are not allowed in any government facility and must be stored in a locked box inside a locked vehicle while at work.
- 10) Alcohol Use.

- a) If Soldiers choose to consume alcohol, they are expected to do so responsibly. They will not drink to excess nor will they drink and drive.
- b) Soldiers will not be drunk on duty, which is defined by UCMJ Article 112 as the state of intoxication by alcohol that is sufficient to impair the rational and full exercise of mental or physical faculties. The chain of command, in conjunction with the provost marshal, will conduct breath analysis of any personnel suspected of being drunk on duty.
- 11) Privately Owned Vehicle (POV) Safety.
 - a) Members of 2-11 IN are expected to comply with AR 385-10-5, MCoE Policy 210-5, and state laws.
 - b) Personnel will not play music so loud that it can be heard outside a POV at a distance of 15 feet or more.
 - c) Operation Slow Down (OSD). Speeds are reduced to 15 mph in the areas listed below at the times indicated for units and individuals to conduct physical training. Reduced speeds for OSD do not apply on weekends or holidays.
 - i. Sand Hill 0530 0700 MON FRI
 - ii. Main Post o6oo 0730 MON FRI
 - iii. Harmony Church 0530 0730 MON FRI
 - iv. Kelley Hill 0625 0730 MON FRI
 - v. Kelley Hill is closed to all vehicular traffic except for emergency vehicles from o625-o730, MON TUES WED FRI. (Open Thursday)
- 12) Motorcycle Safety.
 - a) AR 385-10-5 and MCoE Policy 210-5 require that all motorcyclists must successfully complete the Motorcycle Safety Basic Riders Course prior to operating a motorcycle on or off the installation. This class is scheduled through the chain of command. For further information Lieutenants should contact their Company motorcycle mentor or the Battalion motorcycle mentor.

- b) Soldiers must take the motorcycle safety basic riders' course to ride a motorcycle on or off post. Soldiers must then abide by the PPE standards outlined in AR 385-10-5 and MCoE Policy 210-5.
- 13) Non-Tactical/Government Vehicles.
 - a) Lieutenants are not authorized to operate government vehicles.
 - b) Cadre will operate government vehicles IAW the Battalion NTV SOP.
- d. Physical Readiness Training (PRT).
- 1) PRT may not be the most important training that day, but it is the most important training we do every day.
- 2) Lieutenants will maintain physical readiness in compliance with FM 7-22 with the end state of being physically prepared for the requirements of Ranger School and follow on assignments.
- 3) Members of 2-11 IN will not schedule appointments during PRT with the exception of sick-call or physical therapy at either MTAC, TAP-C, or the CTMC.
- 4) Cadre will lead by example during PRT and participate in the same PRT drills & exercise as the lieutenants.
- 5) Formation runs will have two road guards with lights at the front and rear; formations are limited to three columns in width.
- 6) The following roads are off limits to running/foot march formations and individual runners at all times:
 - a) 10th Mountain Division Road.
 - b) Dixie Road, except the portion from Sightseeing Road (Sandy Patch) to the airfield.
 - c) Sightseeing Road from Dixie Road to Sunshine Road.
 - d) Sunshine Road from the Access Control Point to Sightseeing Road.
 - e) Lumpkin Road from Dixie Road to Custer Road.

- f) Custer Road from Benning Road to Eisenhower Exchange.
- g) Lawson Army Airfield in its entirety to include runways and taxiways.
- h) Marne Road (Except Kelly Hill).
- i) Benning Road.
- j) Sigerfoos Road.

e. Foot Marches.

- 1) Tactical foot marches are used to move a unit from one location to another for a follow-on mission; it is not simply a timed event on a loop or out-and-back course.
- 2) Tactical foot march formations will have two road guards with lights and reflective vests/belts at the front and rear while in the cantonment area of Ft Benning; tactical foot marches in the cantonment area are the only time that Lieutenants and cadre will use lights or reflective devices and march in close formation.
- 3) Tactical foot marches in the training area will use support vehicles at the front and back of the march column one terrain feature or intersection away to warn oncoming traffic of a tactical foot march ahead; Lieutenants and cadre will, as best as possible, ensure tactical foot marches in the training area comply with standards outlined in ATP 3-21.18.
- 4) Forced foot marches (i.e. the graded eight- or 12-mile foot marches) will be conducted on a closed route of known distance. Individual participants will march out to a turn-around point and return to the same start/finish line or complete the necessary number of laps as fast as possible. Forced foot marches on roadways will have support vehicles blocking oncoming traffic and providing first aid/CASEVAC support.
- 5) Foot marches will abide by the same restrictions regarding off limit roadways for PRT.

f. MCoE Library.

- 1) Lieutenants and Cadre will register at the MCoE Library at Bldg 70 during inprocessing.
- 2) Lieutenants and Cadre are encouraged to download RB Digital on their personal smart device and connect to their registration with the MCoE Library so as take advantage of

free downloads of all books on the Chief of Staff of the Army, Infantry Commandant, and IBOLC Professional Reading Lists.

- g. Open Door Policy.
- 1) Every level of command has an open-door policy that allows Cadre, Lieutenants, and Soldiers access to their chain of command to resolve grievances.
 - 2) Commanders are available to their Soldiers at all times.
 - h. Leave and Pass.
 - 1) Leave and pass will be used IAW AR 600-28-10.
- 2) Leave. Lieutenants will not take leave while enrolled in IBOLC except during holiday block leave or unless deemed an emergency or necessary by the Battalion Commander. Cadre may take leave on a case-by-case during the execution of a class but encouraged to take leave during Holiday Block Leave and cycle breaks.
- 3) Passes. A pass is an authorized absence from the unit not to exceed 96 hours and may not be taken in conjunction with leave or another pass. Lieutenants and Cadre may take pass as long as it does not interfere with scheduled training.
- 4) Lieutenants are advised that advanced leave is not guaranteed and to communicate their situation with the chain of command prior to making travel arrangements if they do not have enough accrued leave to cover the entire leave period.

2. Field Standards.

a. Responsibilities. Commanders, First Sergeants, and all Cadre members are responsible for ensuring Soldiers under their supervision adhere to all standards regarding uniformity and field standards. To do so, Cadre are expected to maximize direct engagement and constantly reinforce field standards.

b. Uniform for Training.

- 1) Company Commanders will determine the uniform for field training based upon training objectives, the tactical situation being trained, and environmental factors.
- 2) Generally, the field uniform will always include patrol cap (PC), gloves, eye protection, and ear protection, and FLC/TAPS.
- 3) Cadre and Lieutenants will wear the Improved Outer Tactical Vest (IOTV)/Soldier Plate Carrier System (SPCS) and Advanced Combat Helmet (ACH) during all live fire exercises.
- 4) Cadre will determine when wearing IOTV/SPCS and/or ACH is necessary during field or situational training exercises based upon the tactical scenario trained (e.g. wear of IOTV/SPCS and/or ACH during actions on objective).
 - 5) Cadre will wear the same uniform as Lieutenants.
- 6) The tactical scenario will determine the appropriate Mission Oriented Protective Posture (MOPP) Gear Level. Cadre may adjust the MOPP gear level and/or specific items when weather or medical conditions are a concern. See below for MOPP gear levels and associated equipment.
 - a) MOPP Ready Mask carried, JSLIST, helmet cover, undergarments, boots and gloves must be available within 2 hours, 2nd set available in 6 hours.
 - b) MOPP Zero Mask carried, JSLIST, under garment, helmet cover, boots and gloves must be within arm's reach.
 - c) MOPP 1 Mask carried, JSLIST and under garment worn, helmet cover, boots and gloves must be within arm's reach.
 - d) MOPP 2 Mask carried, JSLIST, under garment and boots worn, helmet cover, and gloves must be within arm's reach.

- e) MOPP 3 Mask, JSLIST, under garment, boots and helmet cover worn, gloves must be within arm's reach.
- f) MOPP3 Mask, JSLIST, under garment, boots, helmet cover and gloves worn
- g) Mask Only Mask is worn.

c. Field Discipline.

- 1) When conducting field training, Companies will adhere to basic field standards and discipline required in a deployed environment.
- 2) Lieutenants will occupy tactical patrol bases with the first priority of establishing security.
- 3) Lieutenants will keep their assigned weapons on their person at all times, except when not practical. If not on their person, weapons will be in the possession of a battle buddy.
- 4) Lieutenants will use the minimum amount of equipment to protect against environmental effects (e.g. Extreme Cold Weather Clothing System, patrol bag and bivy sack, etc.). When not in use, all equipment and personal effects will be packed away in the ruck sack.
- 5) While in the defense or patrol base, Lieutenants will maintain security and uniform posture that will allow for immediate reaction to threats IAW the tactical scenario.
- 6) Lieutenants will maintain noise and light discipline at all times. Red lens flashlights should only be used while under a poncho. Activities (e.g. loading weapons, digging fighting positions, moving through foliage, etc.) and conversations should be restrained to a volume that limits the noise signature of the unit.
- 7) Logistical resupply and field feeding will occur tactically, as the situation allows. Lieutenants must request logistical resupply; failure to do so will not prevent Cadre from delivering required supplies (i.e. Class I) but may result in a negative spot report.
- 8) When changing clothes, to include undergarments, Lieutenants, regardless of gender, will do so in a modest manner, utilizing a poncho when necessary, to maintain the tactical nature of the training event when applicable.
- 9) No Lieutenant, regardless of gender, will utilize a hardstand latrine or have a partitioned area to change in away from their fellow Lieutenants unless both genders are given the same option in order to prevent special treatment for either gender.

- 10) Field latrines will be contained in the confines of a patrol base and will be surrounded by ponchos on at least three sides in order to provide privacy for all Lieutenants. The height of the poncho wall will ensure semi-privacy while maintaining tactical considerations.
- 11) If any hygiene products are used in the field environment, Lieutenants will maintain them for the duration of the patrol. Used products that are not biodegradable will not be buried or thrown into the field latrines; they will be disposed of during refit, or as Cadre logistical operations allow.
- 12) Lieutenants will at no time be allowed to possess cell phones, tablets, or other communication devices while conducting training, unless approved on a case-by-case basis by their Platoon Trainer, or when used as an emergency communication device during land navigation training.
- 13) Night Vision Devices (NVDs) will be prepped and mounted prior to End Evening Nautical Twilight (EENT); NVDs will be stowed after Begin Morning Nautical Twilight (BMNT), when practical.

d. Accountability.

- 1) Sensitive Items.
 - a) Lieutenants will conduct hands on sensitive item checks NLT 0800 hrs. and 2000 hrs. daily; the 0800 hrs. sensitive item check will be by serial number and compared to the platoon's Master Accountability List (MAL).
 - b) Lieutenants will conduct hands on sensitive item checks after each action on objective.
 - c) Any Lieutenant returning from the field prior to completion of training must turn in all sensitive items to the company command post (CP)
 - d) Cadre will facilitate and supervise each sensitive item check and report completion to the company CP.
- 2) Personnel.

- a) Lieutenants will conduct personnel accountability (i.e. hands on counting through a choke point) prior to departing a patrol base, objective rally point (ORP), objective, or any other long halt.
- b) Lieutenants will attend daily first formation prior to attending any individual appointments unless otherwise directed by Cadre.
- e. Markings, Set Ups, and Tie Downs.
 - 1) Rucksack.



- a) Sleeping mat will be rolled and stowed between the top flap and main compartment.
- b) Hydration bladder will be secured within the rucksack.
- c) E-tool will be secured to the MOLLE webbing on the front of the ruck.
- d) Two-quart canteens will be secured to the MOLLE webbing on either side of the ruck under the sustainment pouches.
- e) Nametape will be sewn to the top flap of the ruck above the bottom seam.
- f) Cat eyes will be sewn 1/2 inch above the name tape and 1 inch apart.
- 2) Tactical Assault Panel (TAPs).



- a) Nametape will be sewn onto the back of the left shoulder strap (as the Soldier wears it) to be legible from the rear.
- b) Two one-quart canteens will be worn, one on each side.
- c) Two grenade pouches will be placed next to the canteen pouch on the side opposite the firing hand.

- d) The Improved First Aid Kit (IFAK) will be worn on the opposite side of the two grenade pouches.
- e) Lieutenants will not use civilian water bottles or personally procured equipment/pouches.
- f) Cadre may substitute personally or unit procured equipment and arrange to meet specific requirements (e.g. number, type, and location of pouches to accommodate artillery simulators, multiple radios, and additional first aid equipment).
- 3) Advanced Combat Helmet (ACH).



- a) The helmet band will have the name sewn on the front right side of the band and secured by with gutted 550 cord tied down with two half hitches to anchors inside the helmet at the 5 and 7 o'clock positions.
- b) The NVD mount plate will be screwed to the front of the ACH with helmet band under the NVD mount.
- c) NVD rhino mounts will not be worn while NVDs are not worn/in use.
- d) Lieutenants will wear ACH helmet covers.
- e) Cadre will wear helmet covers with VS-17 high visibility panels. In order to distinguish themselves from Lieutenants.

4) Improved Outer Tactical Vest (IOTV).



- a) All body armor will be worn with the front and back plates. At no point will the plates be taken out.
- b) All body armor must have rank and last name attached to the hook/look tabs on the front.
- c) Lieutenants will only use IOTV.
- d) Cadre are authorized to use the Soldier Plate Carrier System (SPCS); Cadre are not authorized to use commercial off the shelf plate carriers, whether personally or previous unit procured.

5) Camelbak.



- a) A nametape will be sewn to the top carrying handle.
- b) Cadre and Lieutenants may attach the Camelbak or similar hydration bladder to the outside of the IOTV/SPCS, when worn.

6) M68 Close Combat Optic (CCO) and M145 Machine Gun Optic (MGO).



- a) The CCO and MGO will be tied down using a square knot and half hitch of gutted 550 cord fastened tightly around the optic forming an X.
- b) The free running end will be attached to the slip ring of the M₄ or the M₂40/M₂49 receiver using an end-of- the-line bowline secured with a half-hitch.

7) M320 Grenade Launcher.



- a) The M₃20 will be secured with gutted 550 cord in a bowline with half hitch at the front ring.
- b) The free running end will attach to the M4 front sight post with a bowline and half hitch.

8) AN/PVS-14 Night Vision Device (NVD).



- a) The PVS-14 will be tied down with a square knot and half hitch of gutted 550 cord fastened tightly around the main body of the NVG and battery compartment forming an X.
- b) The free running end will be tied off with a bowline and a half-hitch to the ACH band or NVD mount.
- c) When not in use, NVDs will be stored in a hard-sided container on the Soldier (i.e. in a canteen cup within the canteen pouch) and attached to the TAPs with a bowline and half hitch; a D-ring carabiner may be used to facilitate attaching to webbing.

9) AN/PEQ-15.



- a) The PEQ-15 will be secured using a square knot and half hitch of gutted 550 cord fastened tightly around the device in the form of a cross and through the rear attaching post. Care must be taken to ensure the tie-down does not interfere with either mounting or operation of the device.
- b) The free running end will be tied down to the slip ring on an M₄ or to the trigger guard or mounting rails on the M₂40/M₂49.

10) AN/PSN-13 DAGR.



- a) The DAGR will be tied down utilizing gutted 550 cord routed around the unit in a bowline with half hitch and then taped over.
- b) The free running end will be tied off with a bowline and a half-hitch to the MOLLE webbing on the rucksack or TAPs; a D-ring carabiner may be used to facilitate attaching to webbing.

11) RT-1523E ASIP Radio.



- a) The ASIP radio and its components will be secured using a single piece of gutted 550-cord tied with an end-of-line bowline and secured with a half hitch through the hole on the top left of the RT unit. The cord will then be secured around the antenna using a square knot and taped over.
- b) The short running end of the square knot will be tied using an end- of-line bowline with half hitch around the handset cord and taped over.
- c) The free running end will be tied to the rucksack using with a bowline and half hitch; a D-ring carabiner may be used to facilitate attaching to webbing.

12) AN/PRC-148 MBITR Radio.



- a) The MBITR (AN/PRC-148) radio will be secured with a single piece of gutted 550-cord around the main unit and taped over.
- b) One free running end of the cord will also be tied with a square knot around the antennae and taped over.
- c) The other free running end will be tied to the MOLLE webbing on the TAPs with a bowline and half hitch.
- 13) MACOM/Harris Radio (Cadre Only).



- a) The MACOM radio will be secured with a piece of gutted 550 cord tied with a square knot and half hitch around the main body and taped over.
- b) One free running end will secure the antennae with a square knot and half hitch and taped over.
- c) The free running end will be tied to the webbing provided on the TAPs with a bowline and half hitch.

14) Pre-Combat Checks/Inspections (PCCs/PCIs). Lieutenant leadership will conduct PCIs of all other Lieutenants in their unit prior to any field exercise; Cadre will conduct PCCs of select individuals to verify compliance.

a) Packing List.

IBOLC Summer Packing List				
Rucksack	Worn/On-Person	Optional Items		
2 Quart Canteen w/cover	ACUs	Under Garments		
E Tool with Carrier	IR/Subdued U.S. Flag	Bungee Cords		
Wet Weather Top	Boots	Bug Spray		
Wet Weather Bottom	Patrol Cap	Sunscreen		
Poncho	TAPs	Headlamp/Flashlight		
3 MREs Field Stripped	Camo Paint stick	D-Rings/Carabiners		
Weapons Cleaning Kit	Gloves	Ziploc Bags		
Sleeping Mat	Eye Protection	Spare Batteries		
Knee Pads	Ear Protection	Ranger Handbook		
2 Pair of OCPs Complete	Blank Firing Adapter	Running Shoes		
5 Pair of Socks	Watch	Knife/Multi-Tool		
5 T-shirts	Compass	Pace Counting Beads		
ECWS Level 1 Top/Bottom (i.e. silk weight)	Мар	Map Markers		
Patrol Bag with Bivy Cover	Notebook	Range Card		
Poncho Liner	Pen	Lighter		
Brown Towel	Assigned Weapon w/ Sling			
Brown Wash Cloth	Dog Tags			
Hygiene Kit	ID Card			
Camelbak	7 Magazines			
IOTV				
ACH				
Reflective Belt				
IBOLC Winter Packing List (In Addition to Summer Packing List)				
Rucksack		A BAG (one per team)		
ECWCS Level 2 Top/Bottom (i.e. waffle)		1 Pair of ACUs (per Soldier)		
Gortex Jacket w/ Rank		1 Pair of Boots (per Soldier)		
Black Fleece Watch Cap				
Medium Sleeping Bag (in-lieu of Ptrl Bag)				

b) Individual and Team Equipment.			
	ΓR Radio Antenna Hand Mic Ear Piece		
	CCO PEQ-15 Sling M320 Grenade Launcher (as applicable)		
	spare barrel and bag		
	P Radio Antenna Hand Mic		
	and Litter Team SKEDCO CLS bag		
vii. Bre	each Team Breach Kit 2 pair of wire gloves Engineer Tape Chemlights VS-17 Panel		

vIII. Ad	ditional Team Equipment
	CLP
	Terrain Model Kit
	ATP 3-21.8
	Chemlights
	VS-17 Panels
	Engineer Tape
	550 Cord
	100 MPH Tape
iv Add	litional Class V
ix. Auc	
	Smoke Grenades
	Star Clusters
	Parachute Flares
	AT ₄ s
	Claymore AP Mines
	Trip Flares

f. Radio Procedures.

1) Procedure Words (PROWORDS). Below is a table of common PROWORDS; refer to FM $_{24-19}$ for the complete list.

PROWORD	Meaning		
Acknowledge	A directive from the originator requiring the addressee (s) to		
	advise the originator that his communication has been		
	received and understood. This term is normally included in the		
	electronic transmission of orders to ensure the receiving		
	station or person confirms the receipt of the orders.		
Correct	You are correct, or what you have transmitted is correct		
Correction	An error has been made in this transmission. Transmission		
	continue with the last word correctly transmitted.		
Disregard This	This transmission is in error. Disregard it.		
I Read Back	The following is my response to your instructions to read back.		
I Say Again	I am repeating transmission or portion indicated.		
I Spell	I shall spell the next word phonetically.		
I Verify	That which follows has been verified at your request and is		
	repeated. (To be used as a reply to verify information.)		
More to Follow	Transmitting station has additional traffic for the receiving		
	station.		
Out	This is the end of my transmission to you and no answer is		
	required or expected. (Since OVER and OUT have opposite		
	meanings, they are never used together).		
Over	This is the end of my transmission to you and a response is		
	necessary. Go ahead; transmit.		
Read Back	Repeat this entire transmission back to me exactly as received		
Roger	I have received your last transmission satisfactorily.		
Say Again	Repeat all of your last transmission. (Followed by		
	identification data means to repeat after the portion		
	indicated.		
WILCO	I have received your signal, understand it and will comply. (To		
	be used only by the addressee. Since the meaning of ROGER is		
	included in that of WILCO, the two prowords are never used		
	together).		
Wrong	Your last transmission was incorrect. The correct version is		
*THERE	IS NO PROWORD "COPY"; instead use "VERIFY"		

- 2) Radio Call Procedure Example.
 - a) A₁D THIS IS B6T, OVER.
 - b) B6T THIS IS A1D, OVER.
 - c) A1D THIS IS B6T (sends message), OVER.
 - d) B6T THIS IS A1D, ROGER OVER.
 - e) A1D THIS IS B6T (sends message), VERIFY OVER.
 - f) B6T THIS IS A1D, I VERIFY* (repeat message back to sender as received), OVER.
 - g) A1D THIS IS B6T, ROGER (if received correctly OVER. -or-A1D THIS IS B6T, NEGATIVE. I SAY AGAIN (resend message), OVER.
 - h) B6T THIS IS A1D, I VERIFY* (repeat message back to sender as received), OVER.
 - i) A₁D THIS IS B6T, CORRECT. OUT.
- 3) Call Signs.

Company Prefix	Platoon Identifier	Leader Suffix
HHC – Headhunter A Co – Attack B Co – Reaper C Co – Chaos D Co – Dagger	1st PLT – 1 2nd PLT – 2 3rd PLT – 3 4th PLT – 4 5th PLT – 5	1st Squad Leader — 1 2nd Squad Leader — 2 3rd Squad Leader — 3 Wpns Squad Leader - 4 Platoon Leader — 6 Platoon Sergeant — 7 RTO — Romeo
Battalion Call Signs:		1

BN CDR - Leader 6

BN CSM - Leader 7

BN XO - Leader 5

BN S3 - Leader 3

Example Call Signs:

Attack 46 (A Co 4th Platoon Leader)

Chaos 11A (C Co 1st Squad Alpha Team Leader)

Reaper 37 (B Co 3rd Platoon Sergeant) Dagger 26R (D Co 2nd Platoon RTO)

- g. Field Recovery Standards.
 - 1) Level 1-4 Weapon Cleanliness
 - a) "Level One": All dirt, grime, and rust will be removed from the interior and exterior of the weapon. The bore will be swabbed, and all metal parts will receive a heavy coat of oil to prevent rust and to break up carbon deposits.
 - b) "Level two": All carbon will be removed from weapons, to include the bore and the chamber. PMCS will be performed IAW the appropriate -10 manual. All deficient weapons will have a DA Form 2404 with deficiencies noted and dated. Deficient weapons will be identified on the arms room form 2406. Weapons will be stored with a heavy coat of oil on all metal parts to further break up unseen carbon deposits.
 - c) "Level three": All residual carbon will be removed from weapons. Weapons will be stored with lubrication IAW the -10 manual. Prior to storage in Arms Rooms, the unit chain- of-command will inspect weapons. Upon returning from the field, all equipment will be cleaned, lubricated, inspected and accounted for prior to the company being released. Afire operations maintenance will be performed under the supervision of the chain-of-command.
 - d) "Level four": TALLY turn-in standard. This is the only time the weapon will be cleaned to this standard and that standard is 100% no rust, dirt, or carbon. Do not place oil on the weapon after cleaning until inspected or instructed to do so.
 - 2) Actions to be completed in the field prior to returning to Garrison:
 - a) Account for all personnel and conduct a 100% inventory of all equipment by serial number.
 - b) Conduct a shakedown of all personnel for ammunition and/or unauthorized items.
 - c) Conduct a thorough police-call of all areas used for training; collect and secure dunnage for turn-in.
 - d) Ammo turned in, range closed through range control, ammo consumption and equipment accountability report sent to 2-11 BN SDO.

- 3) Actions taken upon return to Garrison. The following phases of maintenance will be accomplished unless changes are approved by the Company Commander:
 - a) Phase I: The following will be performed at a minimum before release from the company area.
 - i. Weapons "Level One" clean
 - ii. All sensitive items free of dirt and turned in to arms room
 - iii. Identification of dead-lined weapons and equipment to the chain-of-command
 - iv. Platoon TMP vehicles parked and critical items removed from bed of truck
 - v. Company area free of trash
 - vi. 100% accountability of sensitive items complete
 - b) Phase II:
 - i. Weapons "Level Two" Clean
 - ii. All equipment cleaned and free of dirt, dust, oil, etc.
 - iii. All equipment receives PMCS to ensure serviceability. Deficiencies recorded on 2404, reported up chain of command, and marked for maintenance.
 - iv. All TMP vehicles cleaned
 - v. Ice Sheets dried and all platoon coolers cleaned and stored
 - vi. CLS bags inspected and restocked as needed
 - vii. All job orders, damage statements or statement of charges initiated
 - viii. Training AAR completed and needed training supplies identified and turned in to unit supply personnel

- c) Phase III:
 - i. All sensitive items "Level Three" clean
 - ii. TA-50 accountability, serviceability and cleanliness inspection
 - iii. Platoon equipment layout conducted and inventoried
 - iv. Items requiring DX are exchanged via Battalion S-4 or at CIF (or appointment made through unit supply sergeant.)
 - v. All property adjustment documents initiated
 - vi. All supply items expended are placed on order
 - vii. Communication checks completed
 - viii. All Class II expendable and Class IV items lost, damaged, or consumed are identified and recorded
- d) Phase IV:
 - i. All sensitive items "Level Four" clean
 - ii. All equipment stored IAW -10 manuals. Units will inspect/ correct any deficiencies found with equipment.
 - iii. All supply documentation will be completed by this time.
 - iv. Reports of survey initiated, as required.

- 3. Leader References.
 - a. Risk management (ATP 5-19).
- 1) Risk management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits (JP 3-0). Lieutenants and Cadre will utilize the risk management IAW ATP 5-19.
 - 2) Steps of Risk Management.
 - a) Step 1-Identify the hazards. METT-TC: The mission variables-mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC)-serve as a standard format for identifying hazards, on- or off-duty. Hazards are commonly identified as Risk to Mission (i.e. hazards that directly impact the successful completion of the mission or operation) and Risk to Troops (i.e. hazards that put the health and welfare of personnel at risk).
 - b) Step 2-Assess the hazards. Risk Levels: Planners assess hazards and apply a risk level for each identified hazard, expressed as:
 - i. Extremely high (EH).
 - ii. High (H).
 - iii. Medium (M).
 - iv. Low (L).
 - c) Step 3-Develop controls and make risk decisions. Create a plan that is resourced/realistic that takes tangible steps to reduce risk. Controls can only reduce risk by one level.
 - d) Step 4-Implement controls. Execute plan to reduce risk.
 - e) Step 5-Supervise and evaluate. Ensure compliance of subordinate units/leaders with risk mitigation plan; reassess plan as appropriate.
- 3) CO Cdr approves Low Risk training, BN Cdr approves Medium Risk training, BDE Cdr approves High Risk training, and MCoE CG approves Extremely High-Risk training.
- 4) Each training event must have a Deliberate Risk Assessment Worksheet (DRAW) for the lesson/module and Daily Risk Assessment IAW MCoE Policy Memorandum 385-10-4.

		Probability (expected frequency)				
Risk Assessment Matrix		Frequent: Continuous, regular, or inevitable occurrences	Likely: Several or numerous occurrences	Occasional: Sporadic or intermittent occurrences	Seldom: Infrequent occurrences	Unlikely: Possible occurrences but improbable
Severity (expected consequence)		A	В	С	D	E
Catastrophic: Mission failure, unit readiness eliminated; death, unacceptable loss or damage	ı	EH	EH	Н	Н	М
Critical: Significantly degraded unit readiness or mission capability; severe injury, illness, loss or damage		EH	н	н	M	L
Moderate: Somewhat degraded unit readiness or mission capability; minor injury, illness, loss, or damage		Н	М	М	L	L
Negligible: Little or no impact to unit readiness or mission capability; minimal injury, loss, or damage	IV	M	L	L	L	L
Legend: EH - Extremely High Risk H - High Risk M - Medium Risk L - Low Risk						

- b. After Action Reviews: FM 6-o
- 1) Lieutenants will lead and Cadre will facilitate AARs after every training event/operation.
 - 2) The AAR will comprise of:
 - a) What was supposed to happen?
 - b) What actually happened?
 - c) Sustains
 - d) Improves
- 3) Cadre and Lieutenants will execute the AAR on the objective or incorporate terrain models, when appropriate (i.e. after each LFX).
- 4) Hotwashes (Cadre led discussion/corrections to Lieutenant actions) will only be used when under time constraints.
 - c. Field Hygiene.
 - 1) Cleanliness.
 - a) Skin. Wash your body frequently from head to foot with soap and water. If water is available, wash with a cloth and soapy water, paying particular attention to armpits, groin, face, ears, hands, and feet, at a minimum you must use hand wipes or a damp wet cloth to wash the groin, armpits, ears, hands, and feet.
 - b) Hair. Keep your hair clean, neatly combed, and trimmed. At least once a week, wash your hair and entire scalp with soap and water. Also, shave as often as the water supply and tactical situation permit. Do not share combs or shaving equipment with other soldiers.
 - c) Hands. Wash your hands with soap and water after any dirty work, after each visit to the latrine, and before eating. Keep your fingernails closely trimmed and clean. Do not bite your fingernails, pick your nose, or scratch your body.
 - d) Clothing and sleeping gear. Wash or exchange clothing when it becomes dirty. Wash or exchange sleeping gear when it becomes dirty. If clothing and sleeping

gear cannot be washed or exchanged, shake them and air them out regularly in the sun. That greatly reduces the number of germs.

- e) Care of feet. Wash and dry your feet daily. Use foot powder on your feet to help kill germs, reduce friction on the skin, and absorb perspiration. Socks should be changed daily. After crossing a wet area, dry your feet, put on foot powder, and change socks, as soon as the situation permits.
- 2) Avoiding Sickness.
 - a) Don't consume foods and beverages from unauthorized sources.
 - b) Don't soil the ground with urine or feces (use a latrine or "cat-hole").
 - c) Keep your fingers and contaminated objects out of your mouth.
 - d) Wash your hands following any contamination, before eating or preparing food, and before cleaning your mouth and teeth.
 - e) Wash all mess gear after each meal.
 - f) Clean your mouth and teeth at least once a day.
 - g) Avoid insect bites by wearing proper clothing and using insect repellents.
 - h) Avoid getting wet or chilled unnecessarily.
 - i) Don't share personal items (canteens, toothbrushes, washcloths, towels, and shaving gear) with other soldiers.
 - j) Don't leave food scraps lying around.
 - k) Sleep when possible.
 - I) Exercise regularly.

d. Work, Rest, And Water Consumption

- 1) It is very important for Rangers to adhere to a proper work, rest, and water consumption schedule whenever possible. This guidance applies to an average-sized, heat-acclimated Ranger wearing the Army combat uniform (ACU).
- 2) The work and rest times and fluid replacement volumes shown help the Ranger sustain work performance and hydration for at least four hours in the specified heat category. Fluid needs can vary based on individual differences (give or take one quart every hour).
- 3) "NL" means that there is no limit to work time every hour. "Rest" means minimal physical activity such as sitting or standing, preferably in the shade. Consume no more than 1.5 quarts of fluid every hour, and no more than 12 quarts every day. If wearing body armor in a humid climate, add five degrees Fahrenheit (F) to the wet bulb globe temperature (WBGT). If wearing mission-oriented protective posture (MOPP) 4 clothing, add 10 degrees Fahrenheit to the WBGT. Work categories include easy, moderate, and hard:
 - a) Easy work includes maintaining weapons, walking on hard surfaces at 2.5 mph with a load of no more than 30 pounds, participating in marksmanship training, and participating in drills or ceremonies.
 - b) Moderate work includes walking in loose sand at 2.5 mph (maximum) or with no load, walking on a hard surface at 3.5 mph (maximum) with a load weighing no more than 40 pounds, performing calisthenics, patrolling, or conducting individual movement techniques such as the low or high crawl.
 - c) Hard work includes walking on a hard surface at 3.5 mph with a load weighing 40 or more pounds, walking in loose sand at 2.5 mph while carrying a load, and conducting field assaults.

Heat Index Chart

	WBGT	EASY V	VORK	MODERA	ATE WORK	HARD \	WORK
	INDEX IN		Water		Water		Water
CATEGORY	DEGREES F						Intake
		t	(Qt/H)	t	(Qt/H)	t	(Qt/H)
1	78 to 81.9	NL	0.50	NL	0.75	40/20	0.75
2 (Green)	82 to 84.9	NL	0.50	50/10	0.75	30/30	1.00
3 (Yellow)	95 to 87.9 88 to	NL	0.75	40/20	0.75	30/30	1.00
4 (Red)	88 to 89.9	NL	0.75	30/30	0.75	20/40	1.00
5 (Black)	90 or more	50/10 min	1.00	20/40	1.00	10/50	1.00

LEGEND

F- Fahrenheit, H- Hour, HEAT- high-explosive antitank; NL – no limit; Qt – quart; WBGT – wet buld temperature

e. Treating Injuries

Heat injuries

INJURY	SIGNS OR SYMPTOMS	FIRST AID
Heat Cramp	Casualty experiences muscle cramps in arms, legs, or stomach. May also have wet skin and extreme thirst.	 Move the casualty to a shaded area and loosen clothing. Allow casualty to drink one quart of cool water slowly every hour. Monitor casualty and provide water as needed. Seek medical attention if cramps persist.
Heat Exhaustion	Casualty experiences loss of appetite, headache, excessive sweating, weakness or faintness, dizziness, nausea, or muscle cramps. The skin is moist, pale, and clammy.	 Move the casualty to a cool, shaded area and loosen clothing. Pour water on casualty and fan to increase cooling effect of evaporation. Provide at least one quart of water to replace lost fluids. Elevate legs. Seek medical aid.
Heat Stroke (Sunstroke)		1. Move casualty to a cool, shaded area, loosen clothing, and remove outer clothing if the situation permits. 2. Immerse in cool water. If cool bath is not available, pour cool water on the head and body. Fan casualty to increase the cooling effect of evaporation. 3. If conscious, slowly consume one quart of water. DANGER a medical emergency! Seek medical aid and soon as possible. Perform any lifesaving

Cold injuries

INJURY	SIGNS OR SYMPTOMS	FIRST AID
Chilblain	Red, swollen, hot, tender, itchy skin. Continued exposure may lead to infected (bleeding, ulcerated) skin lesions.	1. Area usually responds to locally applied warming (body heat). 2 Do NOT rub or massage area. 3 Seek medical treatment.
Immersion (Trench) Foot	Affected parts are cold and numb. As body parts warm, they may become hot, with burning and shooting pains. Advanced stage: Skin is pale with bluish cast; pulse decreases; blistering, and swelling occur. Swelling, heat hemorrhages, and gangrene may follow.	1. Gradual warming by exposure to warm air. 2 Do NOT massage or moisten skin. 3 Protect affected parts from trauma. 4 Dry feet thoroughly and avoid walking. 5 Seek medical treatment.
Frostbite	Superficial: Redness, blisters in 24-to- 36 hours followed by peeling skin. Deep: Preceded by superficial frostbite: skin is painless, pale- yellowish, waxy, "wooden" or solid to the touch, blisters form in 12-to-36 hours.	Superficial: 1. Keep casualty warm and gently warm affected parts. 2. Decrease constricting clothing, increase exercise and insulation. Deep: 1. Protect the part from additional injury. 2. Seek medical treatment as fast as possible.
Snow Blindness	Red, scratchy, or watery eyes; headache; increased pain in eyes with exposure to light.	1. Cover the eyes with a dark cloth. 2. Seek medical treatment.
Hypothermia	Casualty is cold, shivers uncontrollably until shivering stops. A core (rectal) temperature below 95 degrees Fahrenheit can affect	Mild hypothermia: 1. Warm body evenly and without delay. (Provide a heat source.) 2. Keep dry, protect from elements. 3. Warm liquids may be given only to a conscious casualty. 4. Be prepared to start CPR. 5. Seek medical treatment immediately.
LEGEND		Severe hypothermia:
CPR – cardiopulr	monary resuscitation	 Quickly stabilize body temperature. Attempt to prevent further heat loss. Handle the casualty gently. Evacuate to nearest medical treatment facility as soon as possible.

Environmental injuries

TYPE	FIRST AID
Snake bite	1. Get the casualty away from the snake. 2 Remove all rings and bracelets from the affected extremity. 3 Reassure the casualty and keep them quiet. 4 Apply constricting band(s) two-to-three inches above the bite. 5 Immobilize the affected limb below the level of the heart. 6 Treat for shock and monitor. 7 Kill the snake (without damaging its head or endangering yourself, if possible) and send it with the casualty. 8 Evacuate and seek medical treatment immediately.
Brown Recluse or Black Widow spider bite	1. Keep the casualty calm. 2 Wash the area. 3 Apply ice or a freeze pack, if available. 4 Seek medical treatment.
Tarantula bite, scorpion sting, or ant bite	1. Wash the area. 2 If site of bite(s) or sting(s) is on the face, neck (possible airway blockage), or genital area, or if the reaction is severe (or it was a dangerous southwestern scorpion sting), keep the casualty as quiet as possible, administer an antidote, if needed, and seek immediate medical aid.
Wasp or bee sting	 If the stinger is present, remove by scraping with a knife or fingernail. Do NOT squeeze venom sack on stinger, more venom may be injected. Wash the area. Apply ice or freeze pack, if available. If allergic signs or symptoms appear, be prepared to administer an antidote and seek medical assistance.
Human or animal bites	 Cleanse the wound thoroughly with soap or detergent solution. Flush bite well with water. Cover bite with a sterile dressing. Immobilize injured extremity. Transport casualty to a medical treatment facility. For human bites, try to extract some of the attacker's saliva from the wound and send that in a sealed, identified container with the casualty. For animal bites, kill the animal without endangering yourself or damaging the animal's head, and send its head with the casualty.

f. Warning Order

1) A WARNO gives subordinate's advance notice of an upcoming operation. This gives them time to prepare. A warning order is brief but complete.

WARNO TO OPORD	Page 1 of 2			
Initial Task Org: Effective:				
1. SITUATION: General Enemy Overview:	AO: North South East West			
Who the PLT is fighting:	AI: North South East West			
BN Mission:	BN Cdr Intent:			
CO Mission:	CO Cdr Intent:			
2. MISSION: Upcoming Task and Purpose or Type of Operation/General location:				
3. EXECUTION: Movement Instructions/Movement to initiate:	Recon Tasks/ Recon to initiate			
Our Current Location: Our Next Location: Objective Location:	Information Requirements			
Recon Team:				

Warning Order Continued

WARNO TO OPORD		Page 2 of 2:
COORD INSTRUCTION MOPP: OOM: ROUTE: ZERO/BORESIGHT: PCC:	S:	Priorities of Work/Priorities of Rehearsal:
Initial Operational / Pla	nning timeline:	
co		
PLT PLANNING/ OPERATIONAL		
ENEMY		
WX / LIGHT DATA		
4. LOGISTICS:		Diaming/proporation instructions
4. LOGISTICS. CTCP Grid:		Planning/preparation instructions
	CLASS I:	
LRP Grid:	CLASS III:	
	CLASS IV:	
MCP Grid:	CLASS V:	
Command and Control Succession of Command: CO TOC Grid:		

g. Operation Order

coordinated execution of a specific operation. A five-paragraph format is used to organize the briefing, ensure completeness, and help subordinate leaders understand and follow the order. Use a terrain model or sketch, along with a map to explain the order.
INTRODUCTION – Self – Operation:, OPORD
Currently located at
ORIENT TO BOARD/Map:1:1:,000 Series
WARNO- POSTED on BOARD
TIMELINE-BRIEF HIGHLIGHTS-(CO OPORD TIME, RXHLS)-NO CHANGE FROM WARNO
TASK ORGANIZATION. – SEE BOARD – General Support traveling with
Mortars:
ADA:
Engineers:
FIST:
Snipers:

 $\ensuremath{\mathtt{1}}\xspace$) An OPORD is a directive issued by a leader to subordinates in order to affect the

AREA OF OPERATION BOUNDARY

ORIENT (big picture-Units adjacent etc)
NORTH:
EAST:
SOUTH:
WEST:
BOX: AO BOUNDARIES Co is outlined by: (Phase Lines)
NORTH:
EAST:
SOUTH:
WEST:
TRACE: DISCUSS PHASE LINES and ROUTES
North/South running PL's:
Running (E/W or North/South)
Running (E/W or North South)
FAMILIARIZE:
Our Company OBJ & Adjacent Company OBJ
Check Points
Attack Positions Significant features include

FLIP OVERLAY TO ENEMY SITEMP AREA oF INTEREST BOUNDARY: Enemy CAS-Trigger:_____ Response Time: _____Time on Station: _____ Enemy Artillery/ADA/Mortars_____ Response Time:_____ Enemy Reserve-Commitment Criteria Response Time:_____ Enemy Reinfocement_____ Trigger:______ Response Time: Para. 1 – SITUATION TERRAIN - FLIP TO TERRAIN OVERLAY **OBSTACLES:** Existing – Natural: SO WHAT DOES IT MEAN TO US______ Man Made: _____

Tactical: ______SO WHAT _____Protective: ______

SO WHAT

SO WHAT_____

Reinforcing –

AVENUES OF APPROACH: (SIZE, SPEED, FORMATIONS that are supported) Friendly
Enemy
KEY TERRAIN: (Point to Locations on Map and explain WHY these locations are Key)
OBSERVATION/FOF (WEAPONS): (BRIEF THIS BY CORRIDOR)
COVER & CONCEALMENT: (WHAT ROUND WILL EACH OF THESE STOP)
WEATHER: (BRIEF THE SO WHAT) Visibility: Sunrise Sunset Moonrise Moonset % Illum Haze Winds: From at KNTS Precipitation: Cloud cover:
Temperature High, Low degrees;% humidity CIVIL CONSIDERATIONS (ASCOPE) Areas:
DEDUCTIONS (SO WHAT):
Structures:

DEDUCTIONS (SO WHAT):
Capabilities: Sewer:
Water:
Electrical:
Academic:
Trash: DEDUCTIONS (SO WHAT?):
Organizations:
DEDUCTIONS (SO WHAT?):
People:
DEDUCTIONS (SO WHAT?):
Events:
DEDUCTIONS (SO WHAT?):
ENEMY ENEMY GENERAL SITUATION: FLIP THREAT TEMP OVERLAY 1. Who is the Enemy? Where did the Enemy come from? Where is the Enemy now?
NO CHANGE TO WARNO (if yes brief updates)

ENEMY DISPOSITION: 2 Levels Up: BRIEF OFF EN SITEMPS OVERLAY

-The enemy BN our BDE faces has companies arrayed					
T:	p.				
Enemy DO: (BDE / BN / CO / PLT) positioned					
Enemy SH1:					
Enemy SH ₂ :					
ENEMY DISPOSITION: 1	Level Up: BRIEF OFF E	N SITEMPS OVERLAY			
-The enemy company or	ur BN faces has platoons	s arrayed			
Enemy DO:	(BN / CO / PLT)	positioned			
Enemy SH1:	(BN / CO / PLT)	positioned			
Enemy SH2:	(BN / CO / PLT)	positioned			
Enemy SH ₃ :	(BN / CO / PLT)	positioned			
* OUR COMPANY FACE	S THE ENEMY PLT LO	CATED ON			
They have been in opera	ting in the AO for				
They have been in positi	on for				
ENEMY COMPOSITION **COMP CHART IS POS ENEMY TASK ORG (OFF % Strength = CO t	TED LINE WIRE DIARGRAN	·			
High Value Target List (\		to accomplish their missi	on)		
Enemy Equipment	Range	US Equivalent	Why		

High Payoff Target List (What we need to destroy to accomplish our mission)

Enemy Equipment	Range	US Equivalent	Why

ENEMY CAPABILITIES by Warfighting Functions (WFF) DEDUCTION ONLY!

, - -
PROTECTION:
INTEL:
FIRES:
M ₂ :
SUSTAINMENT:
MISSION COMMAND:
ENEMY COA STATEMENT:
The ENEMY's Purpose of this Operation is
The ENEMY will accomplish this by conducting
Decisive to the ENEMY's operation is
This is the decisive to the ENEMY because it will
USE ENEMY SITEMP: (FLIP MPCOA OVERLAY to BLOW UP) *Brief the task and purpose of the squads from the line wire diagram OR YOU CAN DO IT FROM BLOW UP EN SITTEMP* One (platoon/sqd/etc) The Decisive Operation will in order to (NESTED WTH HIGHER)
One Shaping Operation 1 will in order to One Shaping Operation 2 will in order to One Shaping Operation 3 will in order to Enemy Attachments (including what WEE they fall under) JE NECESSARY

Purpose of Fires is
Purpose of ADA is
Purpose of ENG is
Purpose of CCA / CAS is
Purpose of is
ENEMY ENDSTATES: (To be read verbatim)
ENEMY FORCES:
TERRAIN:-
FRIENDLY FORCES:
CIVIL
CONSIDERATIONS:
The ENEMY MPCOA is: (TALK THROUGH THE ENEMY'S PLAN UTILIZING THE ENEMY SITTEMP YOU HAVE GENERATED). BRIEF PHASES BY WFF If wff is not applicable, skip. This should be in story format. Emphasize the enemy's decisive point.
By this point you should be 20-25 minutes into your brief.
FRIENDLY FORCES –
Brigade's Mission: Covered in WARNO
Brigade Commander's Intent: Covered in WARNO Brigade's Mission: Covered in WARNO
Brigade Concept: Refer to Brigade Concept Sketch DO: BN Located: T.
T:
·
SO 1: BN Located: T:
P:

SO 2:	BN Located:
T:	
P:	
60	DALL
	BN Located:
l:	
Pattalion	
Dattaiioii	S MISSION: COVERED IN WARING
Battalion	Commander's Intent: Covered in WARNO
	Concept: Refer to Battalion Concept Sketch
	CO Located:
١	
SO 1:	CO Located:
	CO Locateu
' ·	
SO 2:	CO Located:
	CO Locuted
p.	
• •	
SO ₂ .	CO Located:
P:	
Para. 2 –	COMPANY MISSION (READ IT TWICE)
<u>Para. 3 - E</u>	EXECUTION
MY INTE	NT THIS IS NOT COA SPECIFIC THE CONDITIONS THAT MUST EXIST
<u>REGARDI</u>	<u>LESS</u>
<u>Operation</u>	ns's Expanded Purpose (THIS IS BDE's PURPOSE):

We will mitigate this risk by
PLT -The Decisive Operation (method and task)
in order to (purpose)
PLT —Shaping Operation 1 (method and task) in order to (purpose)
PLT —Shaping Operation 2 (method and task) in order to (purpose)
PLT –Shaping Operation 3 (method and task) in order to (purpose)
ENABLERS
What WFF do they fall under?
Why do they fall under that WFF?
What WFF do they fall under?
Why do they fall under that WFF?
What WFF do they fall under?
What WFF do they fall under?
Why do they fall under that WFF?
END STATE (COA SPECIFIC)
TERRAIN:
ENEMY FORCES:
CIVIL
CONSIDERATIONS:
FRIENDLY FORCES (how arrayed):

I his operation will be conducted in phases:
"Phase ONE
Begins with:
Ends with:
Critical to this phase is:
"Phase TWO
Begins with:
Ends with:
Critical to this phase is:
"Phase THREE
Begins with:
Ends with:
Critical to this phase is:
"Phase FOUR
Begins with:
Ends with:
Critical to this phase is:
"Phase FIVE
Begins with:
Ends with:
Critical to this phase is:
Now brief your scheme of maneuver by phase off sketch, map, or terrain model.
Para. 4 – SUSTAINMENT
CONCEPT OF SUPPORT::
RESUPPLY PLAN:

CLASSES OF SUPPLY:
CL I (Food):
CL II (Equipment):
CL III (POL):
CL IV (Construction Material):
CL V (Ammo):
CL VI (Personal):
CL VII (Vehicles):
CL VIII (Medical):
CL IX (Repair Parts):
Transportation:
Chalk Plan:
Health Support:
Para. 5 – COMMAND AND SIGNAL
Succession of Command:
Call Signs:
Radio Frequencies:
Number Combination:
Challenge and Password:
Running Password:

h. Fragmentary Order

1) A FRAGORD is an abbreviated form of an operation order, usually issued daily, which eliminates the need for restating portions of the OPORD. It is issued after an OPORD to change or modify that order or to execute a branch or sequel to that order.

FRAGMENTARY ORDER
(FRAGO provides changes to an existing order. Address only ele-
ments that have changed)
Reference
Task organization
1. Situation
2. Mission
3. Execution
4. Service Support
5. Command/Signal

i. Air Movement Annex

1) SITUATION.

- a) Enemy. Include the following information:
 - i) Enemy air capability.
 - ii) Enemy air defense artillery (ADA) capability.
 - iii) Include in weather: percent illumination, illumination angle, night vision device window, ceiling, and visibility.
- 2) MISSION. Who, what (task), when, where, why (purpose)?

3) EXECUTION. Include the following information:

- a) Concept of operations.
- b) Tasks to subordinate units.
- c) Coordinating instructions. Include the following information:
 - i) Pickup zone (PZ):
 - (1) Name and number.
 - (2) Coordinates.
 - (3) Load time.
 - (4) Takeoff time.
 - (5) Markings.
 - (6) Control.
 - (7) Landing formation.
 - (8) Approach and departure direction.
 - (9) Alternate PZ name and number.
 - (10 Penetration points.
 - (11 Extraction points.
 - ii) Landing zone (LZ):
 - (1) Name and number.
 - (2) Coordinates.
 - (3) H-hour.
 - (4) Markings.
 - (5) Control.
 - (6) Landing formation and direction.
 - (7) Alternate LZ name and number.
 - (8) Deception plan.
 - (9) Extraction LZ.

EXECUTION. (Continued.)

- (10) Direction of landing.
- (11)False insertion plans.
- (12) Time of landing (LZ time).
- (13) Locations of LZ and alternate LZ.
- (14) Marking of LZ (panel, smoke, SM, lights).
- (15) Formation of landing.
- (16) Code words, LZ name, alternate LZ name.
- (17)TAC air and artillery preparation, fire support coordination:
 - (a) Secure LZ?
 - (b) Do not secure LZ?

j. Army Aviation Coordination Checklist

ARMY AVIATION COORDINATION CHECKLIST.

The patrol leader coordinates this with the company commander or S-3 Air to facilitate the time and detailed and effective use of aviation assets as they apply to the tactical mission:

- 1) SITUATION. Include the following information:
 - a) Enemy:
 - i) Air capability.
 - ii) Air defense artillery (ADA) capability.
 - iii) Include in weather the percent of illumination, illumination angle, night vision device (NVD) window, ceiling, and visibility.
 - b) Friendly:
 - i) Unit(s) supporting operation, and axis of movement/corridor/routes.
 - ii) ADA status.

2) MISSION. Who, what (task), when, where, why (purpose)?

3) EXECUTION.

- a) Concept of the operation. Overview of what requesting unit wants to accomplish with the air assault/ air movement. Include the following information:
- b) Tasks to combat units:
 - i) Infantry.
 - ii) Attack aviation.
- c) Tasks to combat support units:
 - i) Artillery.
 - ii) Aviation (lift).
- d) Coordinating instructions:
 - i) Pickup zone:
 - (1) Direction of landing.
 - (2) Time of landing and flight direction.
 - (3) Locations of PZ and alternate PZ.
 - (4) Loading procedures.
 - (5) Marking of PZ (panel, smoke, signal mirror [SM], lights).
 - (6) Flight route planned (start point [SP], air control point [ACP], release point [RP]).
 - (7) Formations (PZ, en-route, LZ).
 - (8) Code words:
 - (a) PZ secure (before landing), PZ clear (lead bird and last bird).
 - (b) Alternate PZ (at PZ, en-route, LZ), names of PZ and alternative PZ.
 - (9) Tactical (TAC) air and artillery.
 - (10) Number of PAXs for each helicopter and for entire lift.
 - (11) Equipment carried by individuals.
 - (12)Marking of key leaders.
 - (13)Abort criteria (PZ, en-route, LZ).

EXECUTION. (Continued.)

- e) Landing zone:
 - i) Direction of landing.
 - ii) False insertion plans.
 - iii) Time of landing (LZ time).
 - iv) Locations of LZ and alternate LZ.
 - v) Marking of LZ (panel, smoke, SM, lights).
 - vi) Formation of landing.
 - vii) Code words, LZ name, alternate LZ name.
 - viii)TAC air and artillery preparation, fire support coordination:
 - (1) Secure LZ?

Do not secure LZ?

- 4) SUSTAINMENT. Only brief specifics not covered in base order to include number of aircraft for each lift and number of lifts, whether the aircraft will refuel/rearm during mission, special equipment carried by personnel, aircraft configuration, and bump plan. Include the following information:
 - a) Logistics:
 - i) Sustainment overlay.
 - ii) Maintenance.
 - iii) Transportation.
 - iv) Supply:
 - (1) Class I—food, rations, and water.
 - (2) Class III—petroleum, oils, and lubricants.
 - (3) Class V—ammunition.
 - (4) Class VII—major end items.
 - (5) Class VIII—medical supplies, minimal amounts.
 - (6) Class IX—repair parts.
 - (7) Distribution methods.
 - v) Field services.
 - b) Personnel services support:
 - i) Method of marking and handling EPWs.
 - ii) Religious services.
 - c) Army Health System support:
 - i) Medical mission command.
 - ii) Medical treatment.
 - iii) Medical evacuation.
 - iv) Preventive medicine.
- 5) COMMAND AND SIGNAL.
 - a) Command. Include the following information:
 - i) Location of commander or patrol leader: state where the commander intends to be during the operation, by phase if the operation is phased. Also, include locations of air

- mission commander, ground tactical commander, and air assault task force commander.
- ii) Succession of command: state the succession of command, if not covered in the unit's SOP.
- b) Control: include the following information:
 - i) Command posts: describe the employment of CPs, including the location of each CP and its time of opening and closing, as appropriate. Usually at platoon level, the only reference to command posts is the company CP.
 - ii) Reports: list reports not covered in SOPs.
- c) Signal: describe the concept of signal support, including current SOI edition or refer to higher OPORD:
 - i) Identify the SOI index that is in effect.
 - ii) Identify methods of communication by priority.

k. Capabilities of Mortars

			MIN RATE		SUSTAINED RATE
WEAPON	MUNITION	MAX	(rounds per	BURST RADIUS	(rounds per minute)
	AVAILABLE	RANGE	minute)	(meters)	
		(meters)			
60 mm	HE,WP, Illum	3500 m (HE)	70 m (HE)	30 for four	30 m
				minutes.	
81 mm	HE,WP, Illum	5600 m (HE)	70 m (HE)	25 for two	38 m
				minutes.	
120 mm	HE, Smoke,	7200 m (HE)	180 m (HE)	15 for one	60 m
	Illum			minute.	

LEGEND

 $\label{eq:HE-model} \mbox{HE-high explosive; Illum-illumination; m-meter; mm-millimeter; WP-white phosphorous}$

I. Capabilities of Field Artillery

ARTILLERY AMMU		TION	RANGE (METERS)			RATES OF FIRE (ROUNDS PER MINUTE)	
7.11.11.11.11	Projectile Fuze		Maximum DPICM		RAP	Sustained	Maximum
105-mm M119- series	HE, HC, WP, Illum APICM		11,500 with charge 7. 14,000 with charge 8.	12,000	19,5000	Three for 30 minutes	Every 3 minutes
155-mm M109A5		PD,	18,000 or 22,000 with M795 HE, M825 smoke	18,000 or 28,200 with M864	30,100	2	Every 3 minutes
155-mm M109 A5/A6	HE, HC, WP, Illum APICM, DPICM, M825, smoke, SCATMINE	VT, MT, ET, MTSQ, delay	18,000 or 21,7000 with M795 HE, M825 smoke, M982 Excalibur: Block Ia-1 – 24 km Block Ia-2 – 37+km Block Ib – 40+km	17,900 or 28,100 with M864 base bleed	30,000	Zones 3-7: one round per minute Zone 8: one round per minute until limited by tube temperature sensor	Every 3 minutes
155-mm M777- series			22,200 with M201A1 modular charge 8S or 22,500 with M232 modular charge Zone 5: 24,500 with M982 Excalibur block 1-1a	N/A		Two according to thermal warming device	Every 2 minutes

NOTE: Excalibur is not authorized for the M109A5.

See ATP 3-09.32, Fire Multi-Service Tactics, Techniques, and Procedures for the Joint Application of Firepower, Appendix I for a detailed discussion of "danger close."

LEGEND

APICM – antipersonnel improved conventional munitions; DPICM – dual purpose improved conventional munitions; ET – electronic time; HC – hexachloroethane smoke; HE – high explosive; Illum – illumination; MT mechanical time; MTSQ – mechanical time superquick; N/A – not available; PD – point detonating; RAP – rocket assisted projectile; SCATMINE –

scatterable mine; VT – variable time; WP – white phosphorus

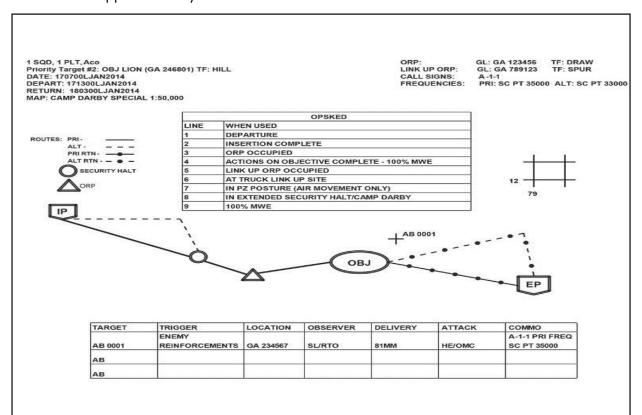
m. Risk Estimate Distance

- 1) applies to combat only. Minimum safe distances (MSDs) apply to training. RED takes into account the bursting radius of particular munitions and the characteristics of the delivery system. It associates this combination with a percentage representing the likelihood of becoming a casualty. It is the percentage of risk.
- 2) RED is defined as the minimum distance friendly troops can approach the effects of friendly fires without suffering appreciable casualties of 0.1 percent point of impact or higher. (Refer to ATP 3-09.32, Fire Multi-Service Tactics, Techniques, and Procedures for the Joint Application of Firepower, for more information.)

System	Description	Danger	Range	0.1% Pi		
,	·	Close		Standing	Prone	
M224	6omm mortar	6oom	1/3 2/3 max	115m / 378 ft 125m / 410 ft 145m / 476 ft	115m / 378 ft 120m / 394 ft 145m / 146 ft	
M29 M29A1	81mm mortar	6oom	1/3 2/3 max	170m / 558 ft 195m / 640 ft 195m 640 ft	160m / 525 ft 190m / 624 ft 185m / 607 ft	
M120 M327	120mm mortar	6oom	1/3 2/3 max	280m / 919 ft 395m / 1296 ft 430m / 1411 ft	260m / 853 ft 365m / 1198 ft 410m / 1345 ft	
UNGUIDED CANOI	N RISK ESTIMATE DISTA	NCES				
System	Description Dange		Range	0.1% Pi		
		Close		Standing	Standing	
	105mm Howitzer HE (M1 Comp B/M760)	6oom	1/3 2/3 max	29m / 952 ft 300m / 984 ft 455m / 1493 ft	270m / 886 ft 285m / 935 ft 430m / 1411 ft	
M119 M119A2	105mm Howitzer HERA (M913 HERA / M297 HERA)	6oom	1/3 2/3 max	250m / 820 ft 410m / 1345 ft 650m / 2132 ft	230m / 886 ft 285m / 935 ft 430m / 1411 ft	
	155mm Howitzer HE (M107 Comp B/M/795)	6oom	1/3 2/3 max	300m / 984 ft 460m / 1509 ft 695m / 2280 ft	285m / 935 ft 440m / 1444 ft 665m / 2182 ft	
	155mm Howitzer DPICM (M483A1)	6oom	1/3 2/3 Max	270m / 886 ft 325m / 1066 ft 510m / 1673 ft	26om / 853 ft 310m / 1017 ft 490m / 1608 ft	
M109A6 M777A2	155mm Howitzer DPICM (M864)	6oom	1/3 2/3 Max	325m / 1066 ft 500m / 1640 ft 825m / 2706 ft	305m / 1001 ft 485m / 1591 ft 775m / 2542 ft	
	155mm Howitzer RAP (M945A1 RAP)	6oom	1/3 2/3 max	360m / 2076 ft 530m / 1739 ft 1045m / 3428 ft	360m / 1181 ft 520m / 1706 ft 965m / 3166 ft	

LEGEND % - percent; DPICM – dual purpose improved conventional munitions; ft – feet; HE - high explosive; m - meter; max - maximum; mm - millimeter; RAP - rocket assisted projectile

n. Fire Support Overlay



ALT – alternative; COMMO - communication; EP – extraction point; HE/OMC – high explosive/on my command; IP – insertion point; MWE – men, weapons, and equipment; OBJ – objective; OPSKED – operation schedule; ORP – objective rally point; PLT – platoon; PZ – pickup zone; PRI – primary; RTN – return; RTO – radiotelephone operator; SC PT – single channel plain text; SL – squad leader; SQD – squad; TF – terrain feature

o. Call-For-Fire

- 1) Definite steps are taken when making a call-for-fire, starting with call signs and the WARNORD. These steps are precise in order to preserve the safety of Rangers while accurately hitting the target.
 - 2) below indicate required elements for a basic call-for-fire mission. These steps are:
 - a) Observer's identification. Call signs. *
 - b) Warning order: *
 - c) Type of mission:
 - i. Adjust fire.
 - ii. Fire for effect.
 - iii. Suppress.
 - iv. Immediate suppression/immediate smoke.
 - d) Size of element to fire for effect. When observer does not specify size element to fire, battalion fire direction center (FDC) decides.
 - 3) Method of target location: *
 - a) Polar plot.
 - b) Shift from a known point.
 - c) Grid.
 - 4) Location of target: *
 - a) Grid coordinates. Six digits, or if greater accuracy is required, eight digits.
 - b) Shift from a known point. Send observer target direction:
 - i. Mils (nearest 10).
 - ii. Degrees.
 - iii. Cardinal direction.
 - iv. Send lateral shift, right/left, nearest 10 meters (m)
 - v. Send range shift, add/drop, nearest 100 m.
 - vi. Send vertical shift, up/down, nearest 5 m; use only if it exceeds 35 m.
 - c) Polar plot:
 - i. Send direction to nearest 10 mils.
 - ii. Send distance to nearest 100 m.
 - iii. Send vertical shift to nearest 5 m.
 - 5) Description of target: *
 - a) Type.
 - b) Activity.
 - c) Number.
 - d) Degree of protection.
 - e) Size and shape (length, width, or radius).
 - 6) Method of engagement:
 - a) Type of adjustment. When observer does not request a specific type of fire control adjustment, issue area fire:

- i. Precision fire = point target.
- ii. Area fire = moving target.
- b) Danger close. This condition exists when friendly troops are within
 - i. 600 m for mortars.
 - ii. 600 m for artillery.
 - iii. 750 m for naval guns, five inches or smaller.
- c) Mark. Used to orient observer or to indicate targets.
- d) Trajectory:
 - i. Low angle (standard).
 - ii. High angle (mortar fire, or if requested).
- e) Ammunition. Use high explosive (HE) quick, unless specified by the observer:
 - i. Projectile (HE, illumination, improved conventional munitions [ICM], SMOKE).
 - ii. Fuze (quick, timed, and other options).
 - iii. Volume of fire (observer may request the number of rounds to be fired).
- f) Distribution:
 - i. 100 m sheaf (standard).
 - ii. Converged sheaf (used for small, hard targets).
 - iii. Special sheaf (any length, width, and attitude).
 - iv. Open sheaf (separate bursts).
 - v. Parallel sheaf (linear target).
- 7) Method of fire and control:
 - a) Method of fire. Specific guns and a specific interval between rounds. Normally adjust fire: one gun is used with a five- second interval between rounds.
 - b) Method of control:
 - i. AT MY COMMAND, FIRE. Remains in effect until observer orders, CANCEL AT MY COMMAND.
 - ii. CANNOT OBSERVE. Observer cannot see the target.
 - iii. TIME ON TARGET. Observer tells FDC when he wants the rounds to impact.
 - iv. CONTINUOUS ILLUMINATION. If this was not already calculated by the FDC, the observer indicates interval between rounds in seconds.
 - v. COORDINATED ILLUMINATION. Observer tells FDC to set interval between ILLUM and HE shells.
 - vi. CEASE LOADING.
 - vii. CHECK FIRING. Halt immediately.
 - viii. CONTINUOUS FIRE. Load and fire as fast as possible.
 - ix. REPEAT. Fire another round(s), with or without adjustments.
- 8) Correction of errors. When the FDC has made an error when reading backfire support data, the observer announces, CORRECTION and transmits the correct data in its entirety.
 - 9) Message to observer:
 - a) Battery(ies) to fire for effect.
 - b) Adjustment of battery.

- c) Changes to the initial call-for-fire.
- d) Number of rounds (per tube) to be fired for effect.
- e) Target numbers.
- f) Additional information:
- g) Time of flight. Moving target mission.
- h) Probable error in range. 38 m or greater (normal mission).
- i) Angle "T" 500 mils or greater.
- 10) Authentication. Challenge and reply.

CALL FOR FIRE

	Observer TR / Gall Gira					
1.	Observer ID / Call Sign					
	FDC / Battery Call Sign					
2.	Warning Order: a) Type of Mission Adjust Fire Fire for Effect Suppress Immediate Suppression					
	b) Size of Element to Fire:					
	(**Omission indicates request for one battery)					
	c) Method of Target Location:					
	☐ Grid (8 Digit and Tgt Elevation)					
	☐ Polar (Dis. & Dir. From Observer & Tgt Elevation)					
	☐ Shift from a Known Point					
3.	Target Location:					
	a) Grid -					
	b) Polar -					
	c) Shift from a Known Point - Dir. to target					
	☐ Lateral Shift (Left/Right)in Meters ☐ Range Shift (Add/Drop)in Meters ☐ Vertical Shift (Up/Down)in Meters					
4.	Target Description: (#, Type, Activity, Cover)					
	@ GEDWINEDESIONSGEVIANTASTYSOM					
5.	Method of Engagement:					
	☐ FIRE TYPE: AREA or PERCISION					
	☐ DANGER CLOSE? YES / NO					
	☐ AMMO TYPE: HE / Illum / Smoke / Special					
	☐ SHEAF: 5 Degree / Converged / Special /					
	Open / Parallel					
6.	Method of Fire Control: Fire When Ready					
	☐ Check Fire ☐ Repeat					

Firing Unit					
J42, THIS IS F24, ADJUST FIRE, OUT.					
GRID WM180513, DIRECTION 0530, OUT.					
INFANTRY PLATOON DUG IN, OUT.					
SHOT OVER.					
SPLASH, OVER.					
END OF MISSION, 15 CASUALTIES, PLATOON					
DISPERSED, OUT.					
Firing Unit					
F24, THIS IS J42, ADJUST FIRE, SHIFT AB1001, OUT.					
DIRECTION 2420, RIGHT 400, ADD 400, OUT.					
FIVE T-72 TANKS AT POL SITE AUTHENTICATE JULIET					
NOVEMBER, OVER.					
I AUTHENTICATE TANGO, OVER.					
SHOT OVER.					
END OF MISSION, 15 CASUALTIES, PLATOON DISPERSED, OUT.					
Firing Unit					
F24, THIS IS J42, ADJUST FIRE, POLAR, OUT.					
DIRECTION 2300, DISANCE 4000, OUT.					
INFANTRY PLATOON DUG IN, OUT.					
SHOT OVER.					
SPLASH OVER.					
END OF MISSION, 15 CASUALTIES, PLATOON DISPERSED, OUT.					

4. Annexes

a. Annex A: Reference Cards

1) 9-Lines

LINE ITEM		EXPLANATION			
1. Location of Pickup Site.		Encrypt grid coordinates. When using <i>DRYAD Numeral Cipher, the same SET line</i> will be used to encrypt <u>grid</u> zone letters and coordinates. To preclude misunderstanding, a statement is made that grid zone letters are included in the message (unless unit SOP specifies its use at all times).			
2. Radio Frequency, Call Sign, Suffix.		Encrypt the frequency of the radio at the pickup site, <i>not</i> a relay frequency. The call sign (and suffix if used) of person to be contacted at the pickup site may be transmitted in the clear.			
No. of Patients by Precedence.		Report only applicable info & encrypt brevity codes. A = Urgent, B = Urgent-Surg, C = Priority, D = Routine, E = Convenience. (If 2 or more categories reported in same request, insert the word "break" btwn. each category.)			
4. Spec Equipment.		Encrypt applicable brevity codes. A = None, B = Hoist, C = Extraction equipment, D = Ventilator.			
5. No. of Patients by Type.		Report only applicable information and encrypt brevity code. If requesting MEDEVACfor both types, insert the word "break" between the litter entry and ambulatory entry: L + # of Pnt -Litter; A + # of Pnt - Ambul (sitting).			
6. Security Pickup Site (Wartime).		N = No enemy troops in area, P = Possibly enemy troops in area (approach wth caution), E = Enemy troops in area (approach with caution), X = Enemy troops in area (armed escort required).			
Number and type of Wound, Injury, Illness (Peacetime).		Specific information regarding patient wounds by type (gunshot or shrapnel). Report serious bleeding, along with patient blood type, if known.			
7. Method of Marking Pickup Site.		Encrypt the brevity codes. A = Panels, B = Pyrotechnic signal, C = Smoke Signal, D = None, E = Other.			
8. Patien	t Nation- I Status.	Number of patients in each category need not be transmitted. Encrypt only applicable brevity codes. A = US military, B = US civilian, C = Non-US mil, D = Non-US civilian, E = EPW.			
9. NBC Contami- nation, (Wartime).		Include this line only when app chemical.	olicable. Encrypt the applicable brevity codes. N = nuclear, B = biological, C =		
9. Terrain Description (Peacetime).		Include details of terrain features in and around proposed landing site. If possible, describe the relationship of site to a prominent terrain feature (lake, mountain, tower).			
1	Location of Pickup Site.				
2 Radio Fre		qu., Call Sign, & Suffix.			
3 No. of Par		ients by Precedence.			
4 Special E		quipment Required.			
5 Number o		Patients by Type.			
6 Security of Pickup		f Pickup Site (Wartime).			
6	6 Number and Type of Wound, Injury, or Illness (Peacetime).				
7	Method of Marking Pickup Site.				
8	8 Patient Nationality and Status.				
9 NBC Cont		amination (Wartime).			
9 Terrain Description (Peace		escription (Peacetime).			

2) UXO Report

IED / UXO

Procedures when IEDs are found

Security - Maintain 360 degrees. Scan close in and far out, up high and down low.

Scan your immediate surroundings Always for more IEDs.

- Move -Move away. Vary safe distances, but plan for 300m minimum safe distance and adapt to your METT-TC.
- Attempt To confirm suspected IEDs using optics while staying back as far as possible.
- Cordon Off the area. Direct people out of danger LINE 7. area. Do not allow anyone to enter except for EOD. Question, search, and detain suspects as defined by your Existing ROE.
- Report -Your situation using the 9 line IED / UXO spot report format.

This could be your hand if you try to dispose of UXOs Immediate: Stops unit's maneuver and mission capability or IEDs. The enemy has developed anti-handling to catch you when you try defusing. Leave it to experts!



Call EOD Don't be a Hero!

IED / UXO Report

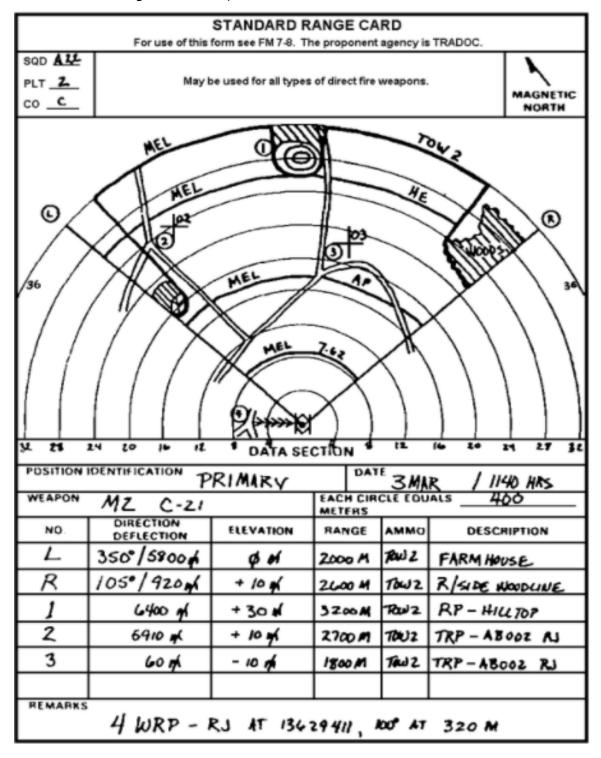
- LINE 1. DATE-TIME-GROUP: when the item was discovered
- REPORT ACTIVITY AND LOCATION: Unit LINE 2. and grid location of the IED/UXO.
- LINE 3. CONTACT METHOD: Radio frequency, call sign, POC, AND telephone number.
- TYPE OF ORDNANCE: Dropped, projected, LINE 4. placed, of thrown. Give the number of items, if more than one.
- LINE 5. NBC CONTAMINATIONS: Be as specific as possible.
- RESOURCES THREATENED: Equipment, LINE 6. facilities, or other assets that are threatened.
- IMPACT ON MISSION: Short description of current tactical situation and how the IED/UXO affecs the status of the mission.
- LINE 8. PROTECTIVE MEASURES: Any measures taken to protect personnel and equipment.
- RECOMMENDED PRIORITY: Immediate, LINE 9. Indirect, Minor, No Threat.

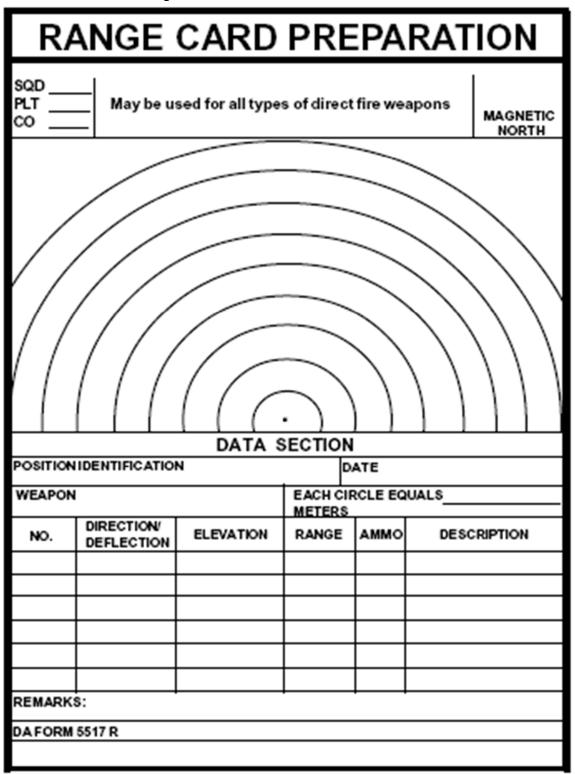
Priority

- - or threatens critical assets vital tothe mission.
- Indirect: Stops the unit's maneuver and mission
 - capability or threatens critical assets important
 - to the mission.
- Minor: Reduces the unit's maneuver and mission
 - capability or threatens critical assets of value.
- No Threat: Has little or no effect on the unit's capabilities
 - or assets.

3) Range Card

i. Range Card Example





4) Machine Gun Specifications

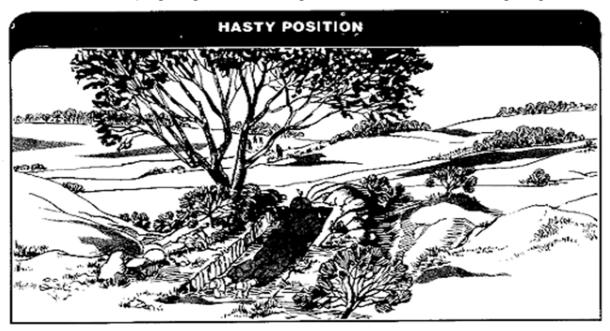
Machine Gun Specifications

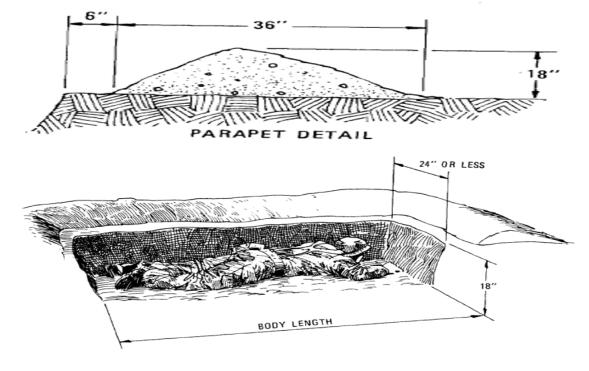
Machine Gun Specifications								
Weapon	M249	M240B	M2	MK19				
Information	3-22.68 / T.M. 9-1005-201-10	3-22.68 / T.M. 9-1005-313-10	3-22.68 / T.M. 9-1005-213-10	3-22.68 / T.M. 9-1010-230-10				
Description	5.56 gas-operated automatic	7.62 gas-operated automatic	.50 cal recoil-opera heavy	40-mm air cooled, blowback operated automatic GL				
Weight	16.41 lbs gun/barrel 16 lbs tripod	27.6 lbs gun/barrel 20 lbs tripod	128 lbs gun/barrel tripod	140.6 lbs gun barrel + tripod				
Length	104 cm	110.5 cm	156 cm	109.5 cm				
Max Range	3600 m	3725 m	6764 m	2212 m				
Max Eff Range	bipod/point: 600m bipod/area: 800 m tripod/area: 1000m Grazing: 600m	bipod/point: 600m tripod/point: 800m bipod/area: 800m tripod/area:1100m Suppression:1800m Grazing: 600m	Point: 1500m sing shot Area: 1830m Grazing: 700m	Point: 1500m Area: 2212 m				
Tracer Burnout	900m	900m	1800m	n/a				
Sustained Rate Fire	50 rpm (rounds per minute) 6 to 9 rds 4-5 seconds Barrel change /10 min	100 rpm 6 to 9 rounds 4 to 5 sec Every 10 min	40 rpm 6 to 9 rounds 10 to 15 sec Barrel change at e day/if damaged	40 rpm				
Rapid Rate of Fire	100 rpm 6 - 9 rounds 2 - 3 sec Barrel change every 2 min	200 rpm 10 - 13 rounds 2 - 3 sec Barrel change every 2 min	40 rpm 6 - 9 rounds 5 - 10 sec Change barrel end of day or if damaged	60 rpm				
Cyclic Rate of Fire	850 rpm, continuous burst/ Barrel change every 1 min	650 - 950 rpm, cont burst/ Barrel change every 1 min	450 - 550 rpm, continuous burst	325 – 375 rpm, continuous burst				

b. Annex B: Tactical Resources

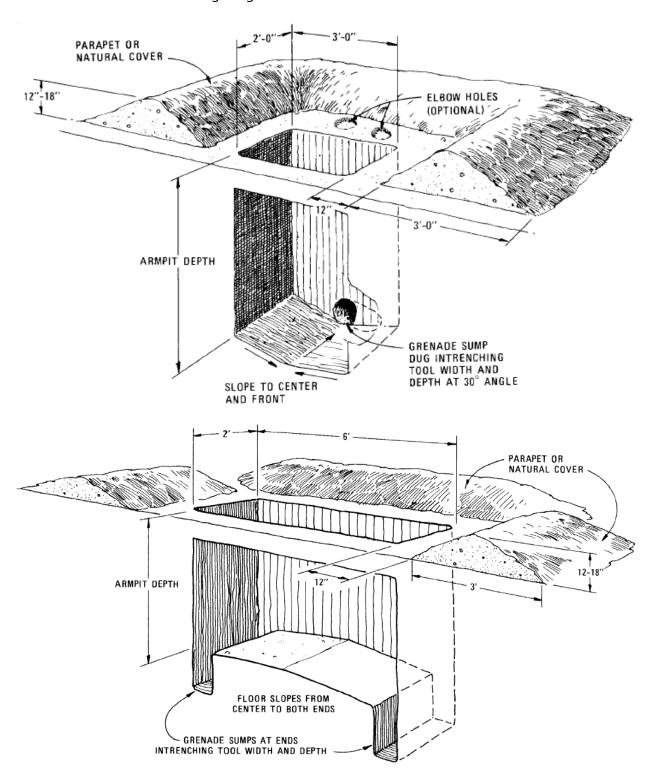
1) Hasty/Deliberate Fighting Position

i. Hasty Fighting Positions (Ranger Graves, 1 Man and 2 Man Fighting Position)

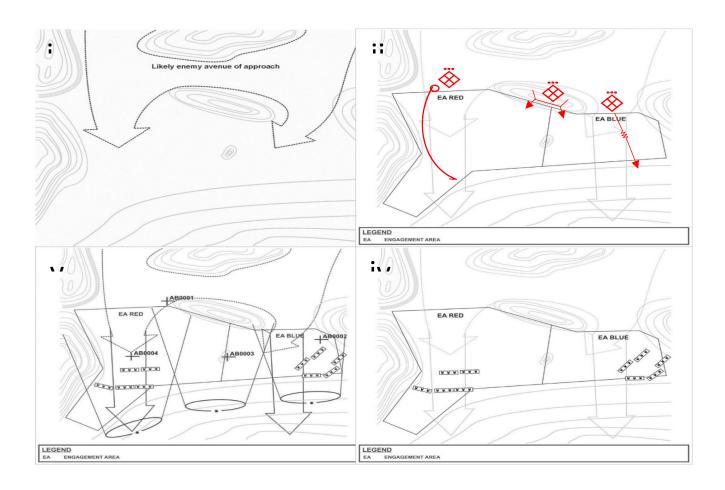




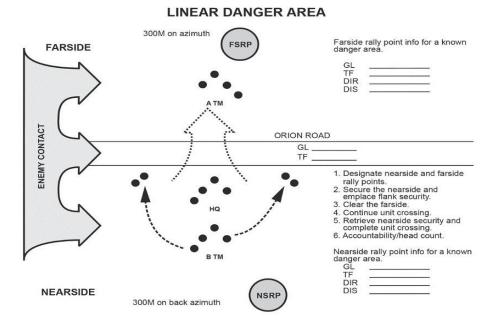
ii. Deliberate Fighting Positions



- 2) Steps to Engagement Area Development (EA DEV)
 - i. Identify all likely enemy avenues of approach.
 - ii. Determine likely enemy schemes of maneuver.
 - iii. Determine where to kill the enemy.
 - iv. Plan and integrate obstacles.
 - v. Emplace weapon systems.
 - vi. Plan and integrate indirect fires.
 - vii. Rehearse the execution of operations in the engagement area.



3) Linear Danger Area (LDA)



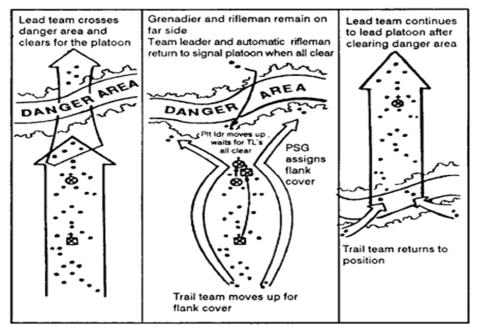
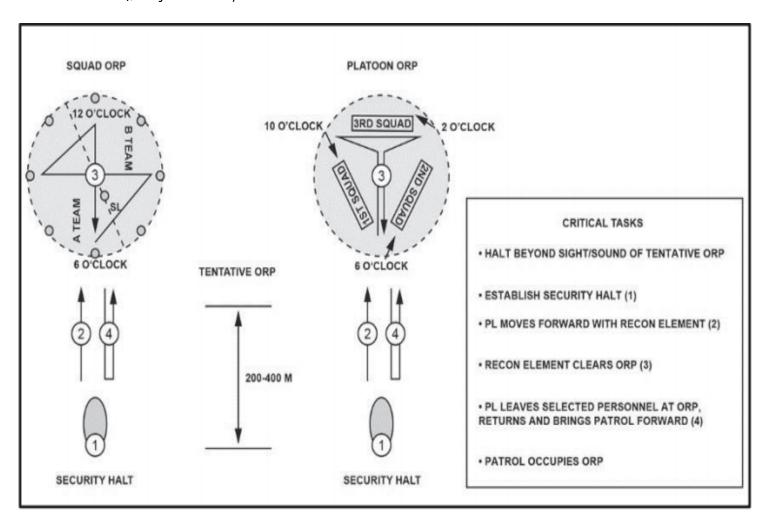
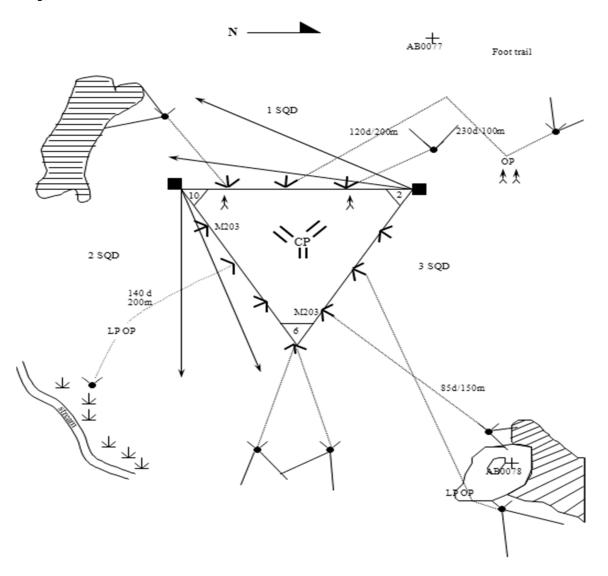


Figure 2-27. Crossing a danger area.

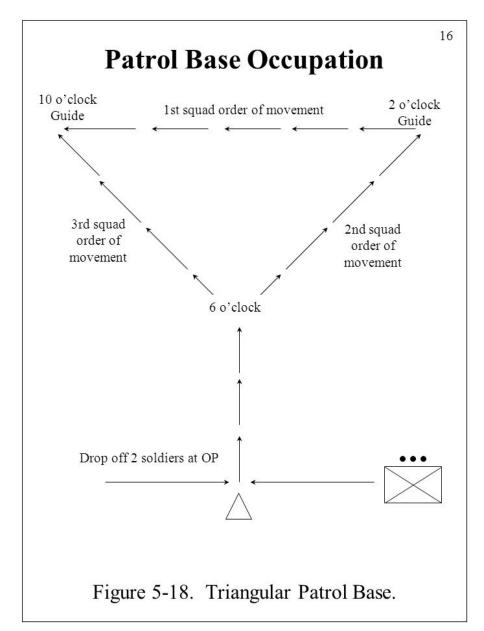
4) Objective Rally Point



5) Platoon Sector Sketch



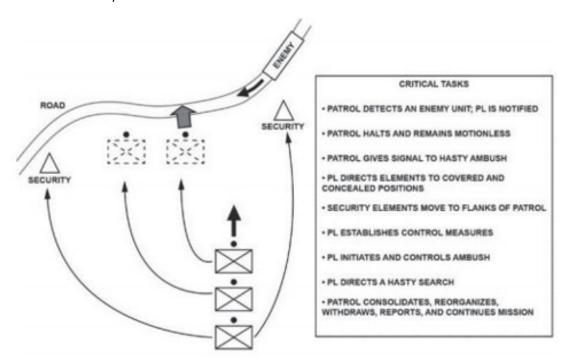
- 6) Patrol Base Operations
 - i. Priorities of Work



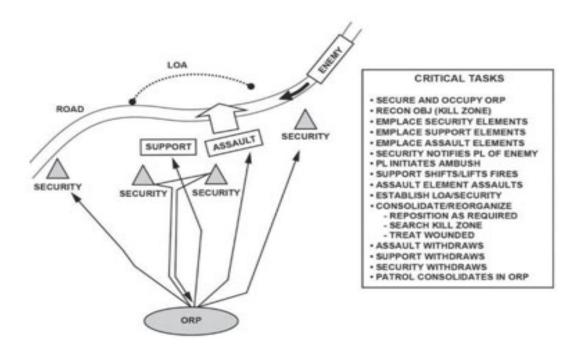
- (1). Establish Security
- (2). Range Cards and Sector Sketches
- (3). Weapons and Equipment Maintenance
- (4). Water Resupply
- (5). Pre-Combat Checks (PCC's) and Pre-Combat Inspections (PCI's)
- (6). Sanitation
- (7). Personal Hygiene (to include foot checks)
- (8). Mess (chow) Plan
- (9). Rest Plan

7) Ambush - Hasty, Deliberate, Linear and L-Shaped

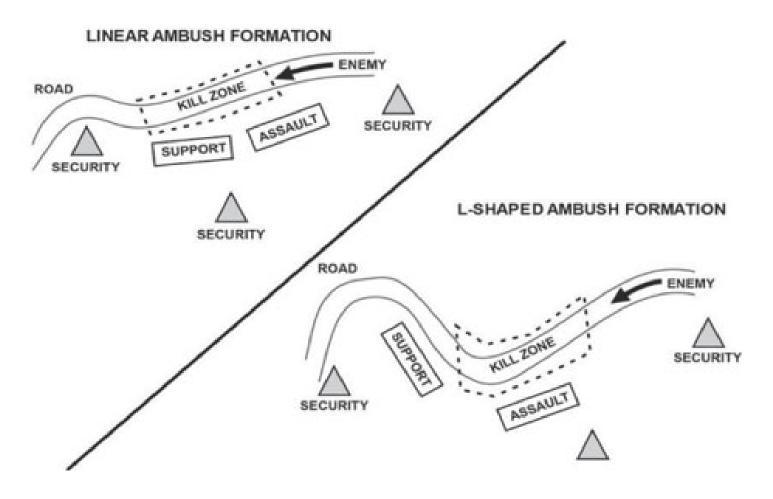
i. Hasty Ambush



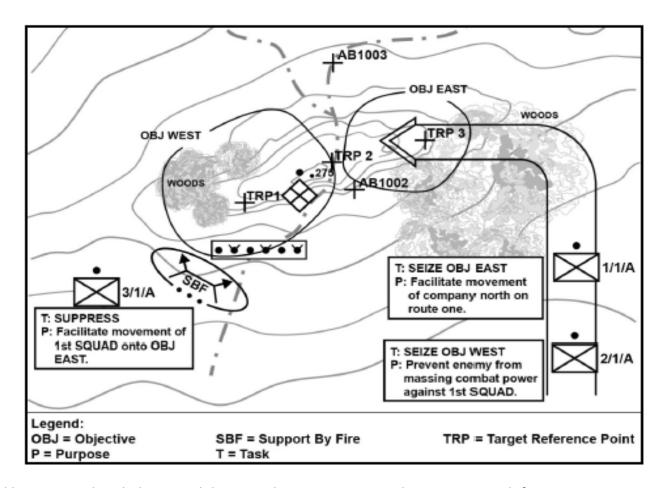
ii. Deliberate Ambush



iii. Linear and L-Shaped Ambushes



8) Deliberate Attack / Raid



A deliberate attack includes consolidation and reorganization and a transition to defense. Consolidation and Reorganization (usually done concurrently):

Consolidation - Securing the OBJ and defend against counterattack (ex: security beyond OBJ area, development of battle positions and obstacles, secure EPW)

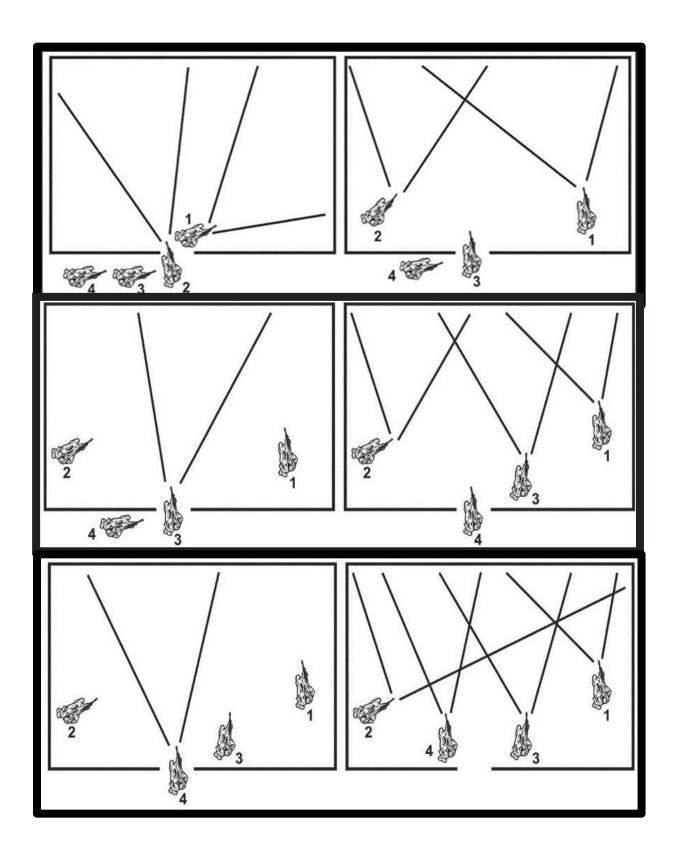
Reorganization: Preparing the unit for follow-on operations (ex: MED/MEDEVAC, Cross loading MWE) Transition to Defense

Reorienting and preparing for long term defensive operations with measures including maintaining contact and surveillance of enemy, redeploying IDF assets to support security, redeploying forces, maintaining contact with adjacent units, etc.

A raid incorporates a planned withdrawal immediately following actions on the OBJ.

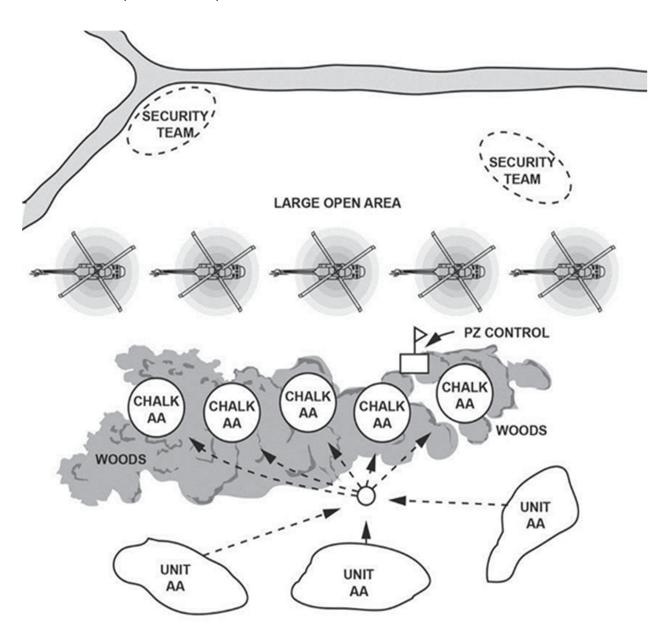
A hasty attack does not change in overall tactics but does change in the level of planning involved.

- 9) Enter and Clear a Room
 - i. Control the situation within the room.
 - ii. Use clear, concise arm and hand signals. Voice commands should be kept to a minimum to reduce the amount of confusion. It prevents the enemy who might be in the next room from discerning what is going on. This enhances the opportunity for surprise and allows the assault force to detect any approaching force
 - iii. Physically and psychologically, dominate the room's inhabitants.
 - iv. Assess the situation. In a less hostile situation, it may be better to slow clear instead of dominating the room with brute force. This keeps noncombatants calm and more manageable.
 - v. Establish security and report status.
 - vi. Do a cursory search of the room to include the ceiling (three-dimensional fight).
 - vii. Identify the dead using reflexive response techniques (eye thump method or kick to the groin for males).
 - viii. Search the room for PIR while considering your time available on target.
 - ix. Evacuate personnel.
 - x. Mark the room as clear by using chemical lights, engineer tape, chalk, paint, VS-17 signal panels, and so on.

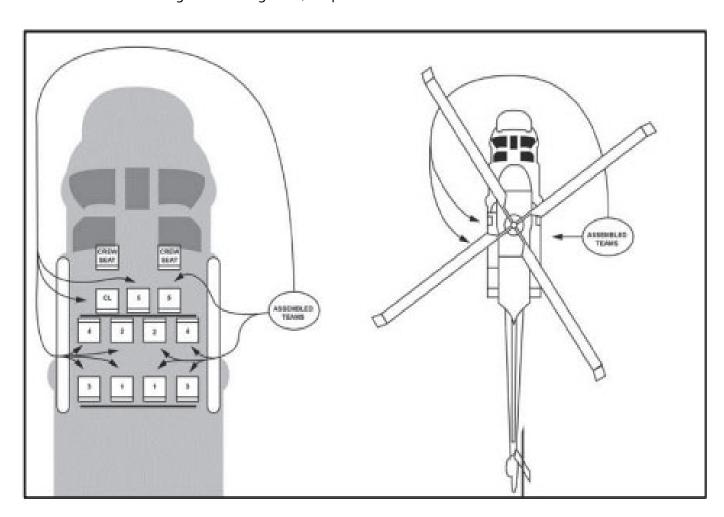


c. Mounted and Rotary-Wing Operations

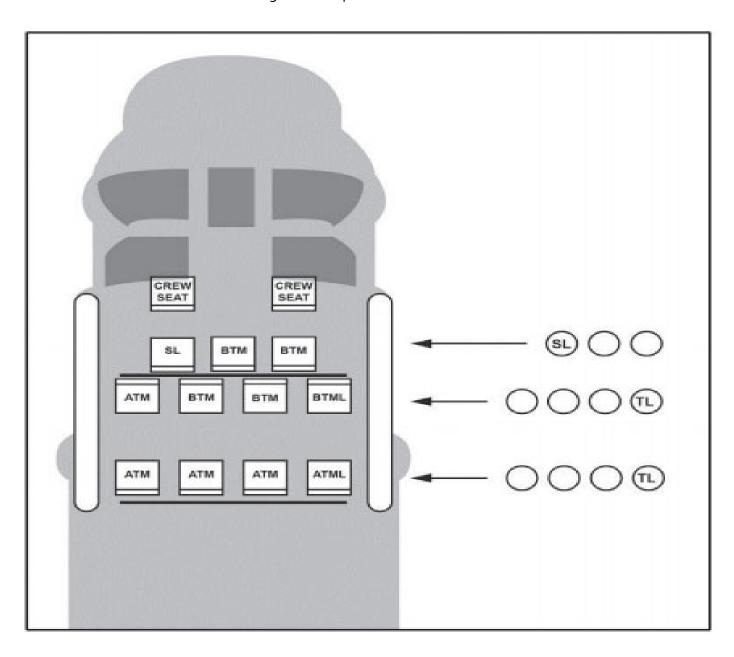
1) Pickup Zone (PZ) Operations



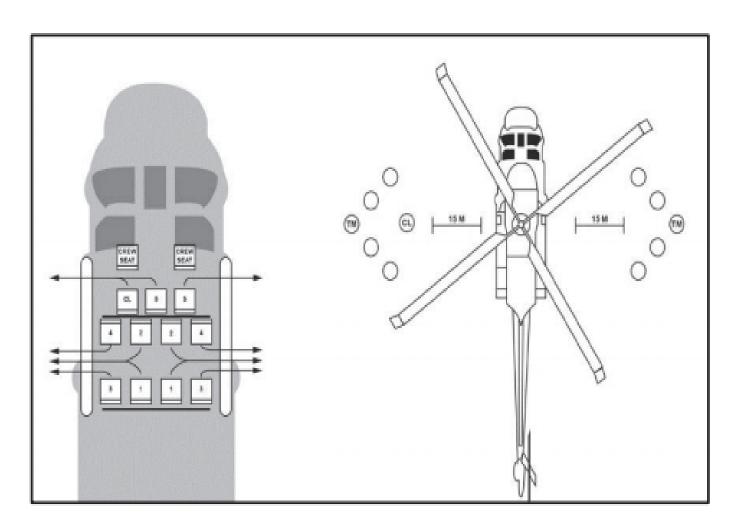
- 2) UH-60 Load and Unload Plans
 - a) UH-60 Loading Plans / Sequences
 - i. Regular Loading Plan / Sequence



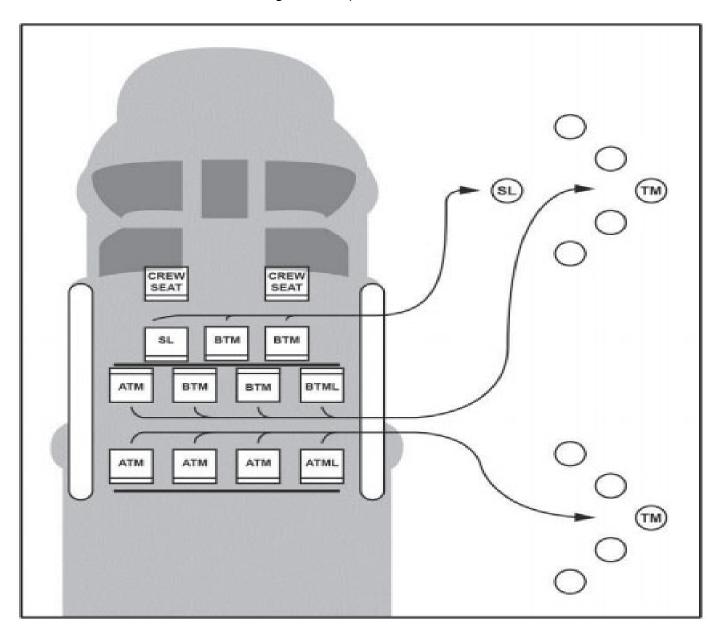
ii. Tactical Loading Plan / Sequence

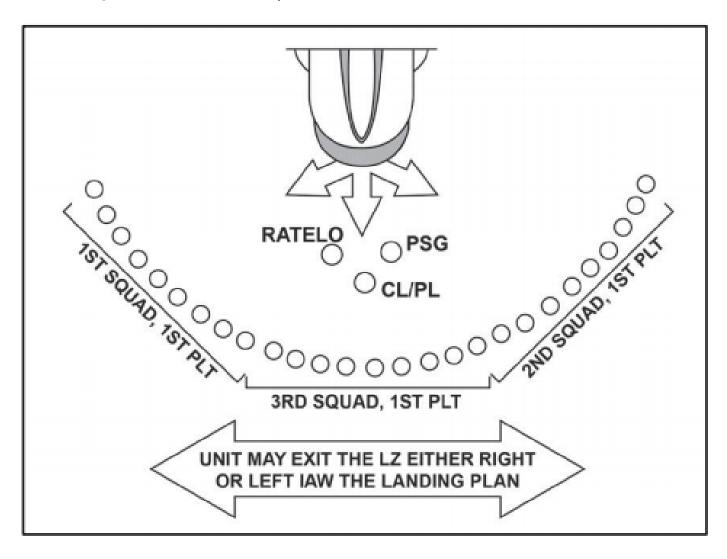


iii. Regular Unloading Plan / Sequence

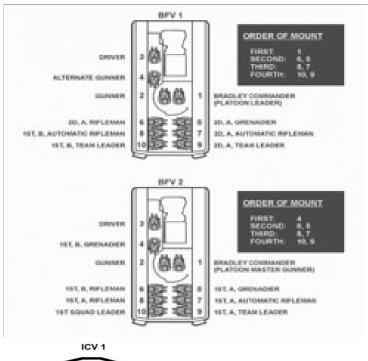


iv. Tactical Unloading Plan / Sequence





4) Bradley Fighting Vehicle (BFV) and Infantry Carrier Vehicle (ICV) Order of Mount



DRIVER

ICV 1

VEHICLE COMMANDER (PLT LOCAL A AUTOMATE)

VEHICLE COMMANDER (PLT LDR)

ICV 2

ORDER OF MOUNT

FIRST: 3
SECOND: 4,5
THIRD: 6,7
FOURTH: 8,9
FIFTH: 10,11

ORDER OF MOUNT

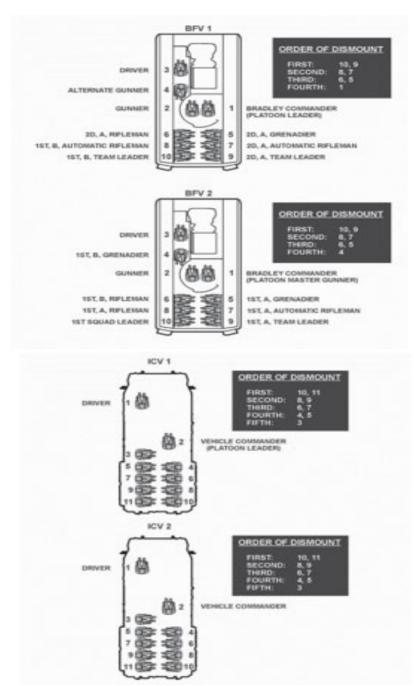
FIRST: 3
SECOND: 4,5
THIRD: 6,7
FOURTH: 8,9
FIFTH: 10,11

- a) The platoon/squad leader gives an order to prepare to mount, then gives the order or signals to the squads to mount their vehicles, and designates a mount point.
- b) Both elements (mounted and dismounted) move to the mount point using covered and concealed routes.
- c) The crew, using the appropriate weapons, overwatches primary enemy avenues of approach and provides supporting fire and smoke, if necessary.
- d) BFV or ICV, or both: the Bradley/vehicle commander orders the driver to lower the ramp or the squad to enter through the ramp access door.
- e) The platoon/squad leader orders, "MOUNT." (The order to mount may come with clarifying instructions such as, "FIRST SQUAD, PROVIDE A BASE OF FIRE UNTIL SECOND SQUAD IS MOUNTED.").
- f) Each squad mounts in the order specified. The squad leader

designates which fire team mounts first--for example, Team A mounts first; Team B provides overwatching fires.

g) Soldiers remount the vehicle in reverse sequence of dismount.

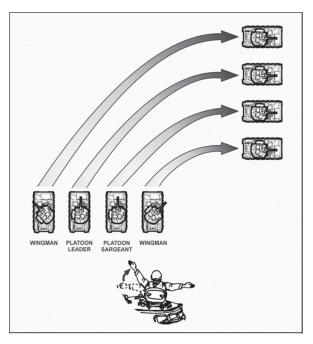
5) Bradley Fighting Vehicle (BFV) and Infantry Carrier Vehicle (ICV) Order of Dismount



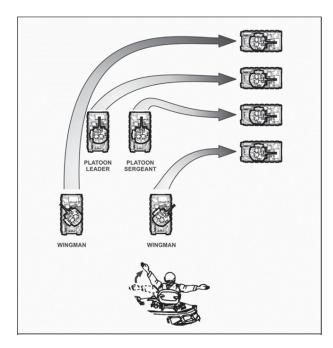
- a) The platoon leader selects the dismount point. Then the platoon leader orders personnel to dismount: Gives the warning, "PREPARE TO DISMOUNT." Designates dismounted platoon's weapons composition; for example, "NO JAVELINS," "HEAVY ON AT4S," or "ALL M240B."
- b) Gives dismount instructions for each BFV; for example, "RIGHT (or left)," distance "FIFTY METERS," and identifying terrain feature "BACKSIDE OF HILL." The Bradley commander may give dismount instructions to the fire team aboard. The BC can identify the location to the squad/team leader through the squad leader's display (M2A3 only).
- c) Squad/fire team leader(s) monitor commands: he then alerts the Soldiers in the troop compartment. The drivers move the vehicles to the designated dismount point and orient the front of the vehicle toward the enemy.
- d) The gunners orient the turret to provide over watching support and supporting fire, if necessary. The platoon leader gives the command, "DISMOUNT." Fire team members take the M231 firing port weapons out of the ramp and secure them in the vehicle, if employed.
- e) The drivers stop the vehicle and lower the ramp, or the BC orders the ramp access door opened. The fire team members dismount in the specified order and then move to covered and concealed positions.

6) Mounted Movement Formations

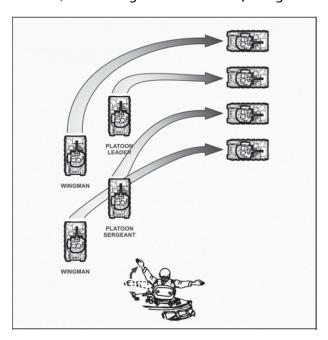
a) Action Right from Line

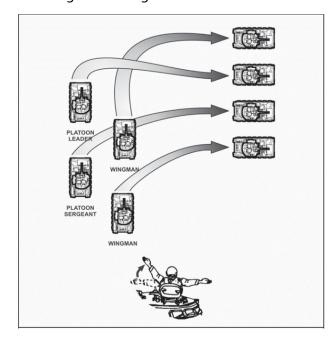


b) Action Right from Wedge

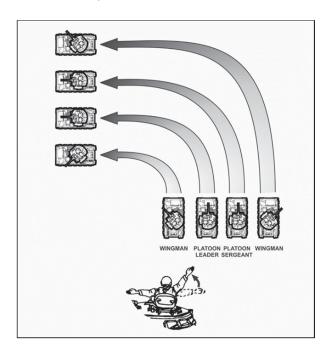


c) Action Right from Column, Wingman on Left & Wingman on Right

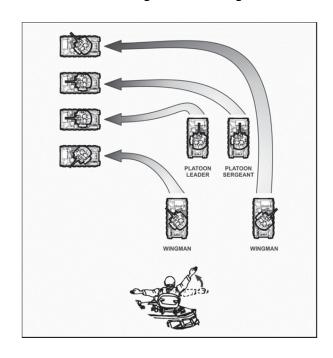




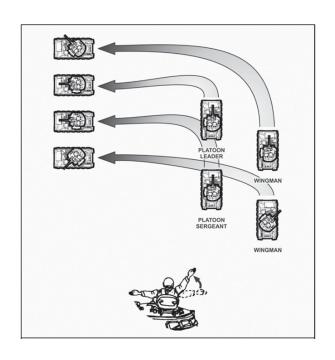
b) Action Left from Line

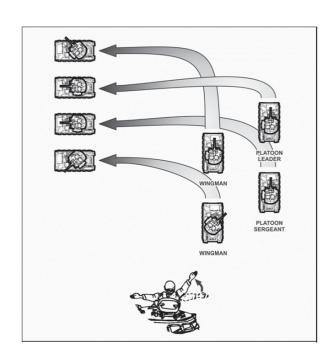


b) Action Right from Wedge



d) Action Left from Column, Wingman on Left & Wingman on Right





d. Creed's and Song's

1) Soldier's Creed

I am an American Soldier.
I am a Warrior and a member of a team.
I serve the people of the United States and live the Army Values.

I will always place the mission first, I will never accept defeat, I will never quit, I will never leave a fallen comrade,

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I will always maintain my arms, my equipment and myself, I am an expert and I am a professional,

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life; I am an American Soldier.

2) The Infantryman's Creed

I am the Infantry.

I am my country's strength in war, her deterrent in peace.

I am the heart of the fight... wherever, whenever. I carry America's faith and honor against her enemies. I am the Queen of Battle.

I am what my country expects me to be, the best trained Soldier in the world. In the race for victory, I am swift, determined, and courageous, armed with a fierce will to win.

Never will I fail my country's trust. Always I fight on...through the foe, to the objective, to triumph overall. If necessary, I will fight to my death.

By my steadfast courage, I have won more than 200 years of freedom. I yield not to weakness, to hunger, to cowardice, to fatigue, to superior odds, For I am mentally tough, physically strong, and morally straight.

I forsake not, my country, my mission, my comrades, my sacred duty. I am relentless.
I am always there, now and forever.

I AM THE INFANTRY! FOLLOW ME!

3) Creed of The Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the military service, and my country; regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind: Accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer, I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers, and I will always place their needs above my own. I will communicate consistently with my Soldiers, and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

4) Commissioned Officer Creed

I will give to the selfless performance of my duty and my mission the best that effort, thought, and dedication can provide. To this end, I will not only seek continually to improve my knowledge and practice of my profession, but also I will exercise the authority entrusted to me by the President and the Congress with fairness, justice, patience, and restraint, respecting the dignity and human rights of others and devoting myself to the welfare of those place under my command. In justifying and fulfilling the trust placed in me, I will conduct my private life as well as my public service so as to be free both from impropriety and the appearance of impropriety, acting with candor and integrity to earn the unquestioning trust of my fellow soldiers -- juniors, senior, and associates -- and employing my rank and position not to serve myself but to serve my country and my unit. By practicing physical and moral courage I will endeavor to inspire these qualities in other by my example. In all my actions I will put loyalty to the highest moral principles and the United States of America above loyalty to organizations, persons, and my personal interest.

5) The Ranger Creed

Recognizing that I volunteered as a Ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor, and high "esprit de corps" of the Rangers.

Acknowledging the fact that a Ranger is a more elite soldier who arrives at the cutting edge of a battle by land, sea, or air, I accept the fact that as a Ranger, my country expects me to move farther, faster, and fight harder than any other soldier.

Never shall I fail my comrades. I will always keep myself mentally alert, physically strong, and morally straight and I will shoulder more than my share of the task, whatever it may be. One hundred percent and then some.

Gallantly will I show the world that I am a specially selected and well-trained soldier. My courtesy to superiors, my neatness of dress, and my care of equipment shall set the example for others to follow.

Energetically will I meet the enemies of my country. I shall defeat them on the field of battle, for I am better trained and will fight with all my might. Surrender is not a Ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.

Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission, though I be the lone survivor.

RANGERS LEAD THE WAY!

Army Song

Intro: March along, sing our song, with the Army of the free Count the brave, count the true, who have fought to victory We're the Army and proud of our name We're the Army and proudly proclaim

Verse: First to fight for the right,
And to build the Nation's might,
And The Army Goes Rolling Along
Proud of all we have done,
Fighting till the battle's won,
And the Army Goes Rolling Along.

Refrain: Then it's Hi! Hey!

The Army's on its way.

Count off the cadence loud and strong (TWO! THREE!)

For where e'er we go,

You will always know

That the Army Goes Rolling Along.

Verse: Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army went rolling along
Minute men, from the start,
Always fighting from the heart,
And the Army keeps rolling along.
(refrain)

Verse: Men in rags, men who froze,
Still that Army met its foes,
And the Army went rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
As the Army keeps rolling along.
(refrain)

e. IBOLC Professional Reading List

Mandatory Reading

ATP 3-21.8 Infantry Platoon and Squad TC 3-21.75 The Warrior Ethos and Soldier Combat Skills FM 7-22 Army Physical Readiness Training ATP 3-21.18 Foot Marches ADP 7-0 Training FM 6-22 Leader Development

The Crucible of Combat & Small Unit Tactics

<u>Matterhorn</u> by Karl Marlantes <u>Once an Eagle</u> by Anton Myer <u>This Kind of War</u> by T.R. Fehrenbach

<u>War</u> by Sebastian Junger

The Outpost by Jake Tapper

<u>Platoon Leader</u> by James McDonough

The Defense of Hill 781 by James McDonough

House to House: A Soldier's Memoir by David Bellavia & John Burning

An Army at Dawn by Rick Atkinson

The Day of Battle by Rick Atkinson

The Guns at Last Light by Rick Atkinson

1776 by David McCullough

America's First Battles, 1776-1965 by Charles Heller & William Stofft

Gates of Fire: An Epic Novel of the Battle of Thermopylae by Stephen Pressfield

A Rumor of War by Philip Caputo

Black Hawk Down by Mark Bowden

We Were Soldiers Once...And Young by Hal Moore

Not a Good Day to Die by Sean Naylor

The Killer Angels by Michael Shaara

The Ethics of Warfare

<u>Black Hearts: One Platoon's Descent into Madness in Iraq's Triangle of Death</u> by Jim Frederick <u>What It's Like to Go to War</u> by Karl Marlantes

On Killing: The Psychological Cost of Learning to Kill in War and Society by Dave Grossman

Duty, Commitment, and Leadership

<u>Team of Teams: New Rules of Engagement for a Complex World</u> by Stanley McChrystal <u>William Tecumseh Sherman: In the Service of My Country</u> by James Lee McDonough <u>Five Years to Freedom: The True Story of a Vietnam POW</u> by James N. Rowe <u>Leaders Eat Last: Why Some Teams Pull Together and Others Don't</u> by Simon Sinek <u>Call Sign Chaos: Learning to Lead</u> by Jim Mattis

The Strategic & Operational Environment of the Future

<u>The Revenge of Geography</u> by Robert Kaplan <u>Ghost Fleet: A Novel of the Next World War</u> by P. W. Singer and August Cole The Future of Land Warfare by Michael O'Hanlon