

Army ROTC Cougar Battalion ALPHA COMPANY



“Educate, Train, and Inspire...”

Tactical Standard Operating Procedures (TACSOP)

MARCH 2011

Adapted from the 2011 LDAC Warrior Forge TACSOP

Infantry Platoon Tactical Standing Operating Procedure

This publication is generally comprised of extracts from FM 3-21.8 Infantry Rifle Platoon and Squad, but also references multiple sources. It provides the tactical standing operating procedures for infantry platoons and squads as applied to Warrior Forge, focusing on ROTC cadet use. The procedures included in this TACSOP apply unless leadership makes a decision to deviate from them based on METT-TC. Deviations from this TACSOP must be narrow and apply only to specific situations.

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CHAPTER 1 - DUTIES AND RESPONSIBILITIES
(FM 3-21.10 Chap 1, Sect IV JUL06)

COMPANY COMMANDER (CO) - leads by personal example and responsible for everything the company does or fails to do. Principle duties include the key areas of tactical employment, training, administration, personnel management, maintenance, force protection, and sustainment of the company. Given the asymmetrical, noncontiguous environment, he must now integrate and synchronize a greater mix of forces for full spectrum operations, including other combined arms and combat support elements, civil affairs (CA), psychological operations (PSYOP), interpreters, media, unmanned aerial system (UAS) and robotics teams. Among other things, the commander:

- Commands and controls through subordinate leaders.
- Employs company to accomplish its mission according to battalion commander's intent and concept.
- Selects the best location to maneuver the platoons and other elements.
- Conducts mission analysis and troop-leading procedures (TLP) and issues operation orders for company tactical operations.
- Maintains and expresses situation awareness and understanding.
- Resources the platoons and other elements and requests battalion support when needed.
- Ensures the company command post (CP) effectively battle tracks the situation and status.
- Provides timely and accurate tactical picture to battalion commander and subordinate units.
- Implements measures for force protection, security, and accountability of forces and systems.
- Develops the leadership and tactical skill of platoon leaders.

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Coordinate with the company cadre for detailed instructions.

Organize, control and move the Cadet company.

Develop a Cadet OPORD for the days of training. Publish the OPORD to Cadet PLs.

Promote effective time management.

Properly and efficiently manage subordinates.

EXECUTIVE OFFICER (XO) - Second in command. Primary role is to assist the commander in mission planning and accomplishment. Assumes command of the company as required and ensures that tactical reports from platoons are forwarded to battalion tactical operations center (TOC). Locates where he can maintain communications with the company commander and battalion. Along with the 1SG, plans and supervises, the company's sustainment operations; ensures that pre-combat inspections are complete. Plans and coordinates logistical support with agencies outside the company while the 1SG does the same internally. Prepares, or aids in preparing, paragraph 4 of the company operation order (OPORD). May also help the company commander plan the mission. Coordinates with higher headquarters, adjacent and supporting units. May aid in control of critical events of the battle such as a passage of lines, bridging a gap, or breaching an obstacle, or may assume control of a platoon attached to the company during movement. Might lead a quartering party, an element consisting of representatives of various company elements whose purpose is to precede the company and reconnoiter, secure, and mark an assembly area. Might lead a detachment with other tactical tasks, including shaping or sustaining force leader in a company raid or attack, control company machine guns, or mortar section. May also—

- Lead the reserve. Lead the detachment left in contact during a withdrawal.
- Control attachments to the company.
- Serve as movement control officer.

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- Coordinate with cadre support staff for supplies, transportation and equipment to support training.
- Perform duties as assistant to the CO.
- Act as CO in the absence of the commander.
- Act as liaison between PLs and CO.
- Coordinate and follow up as the CO directs.
- Supervise distribution of supplies and equipment.
- Establish bivouac sites.
- Serve as the Company Safety Officer (prepare OPORD's safety paragraph).

FIRST SERGEANT (1SG) - leads by personal example and is responsible for everything the company does or fails to do. The senior noncommissioned officer (NCO) and normally the most experienced Soldier in the company. The commander's primary tactical advisor and expert on individual and NCO skills. Helps the commander plan, coordinate, and supervise all activities that support the unit mission. Operates where the commander directs or where can best influence a critical point or what is viewed as the unit's decisive point. In addition:

- Supervises routine operations, including enforcing tactical standing operating procedures (TSOP); planning and coordinating both training and full spectrum operations; and administering replacement operations, logistics, maintenance, communications, field hygiene, and casualty evacuation operations.
- Supervises, inspects, and influences matters designated by the commander as well as areas that depend on expertise such as Soldier care, force protection, security, and accountability.
- Assists the XO and keeps self prepared to assume the XO's duties, if needed.
- Leads task-organized elements or subunits for the company's shaping effort or designated missions.

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- Organize the company for formations.
- Organize details to accomplish company tasks.
- Prepare and submit morning personnel reports.
- Monitor Cadet sick call and account for all absences during the day.
- Control the company's movement.
- Supervise field mess feeding.
- Perform other duties as the CO may direct.
- Enforce First Call and Lights Out.
- Utilize Cadet PSGs to accomplish company-wide requirements.

PLATOON LEADER (PL) - Responsible for all the platoon does or fails to do. In the conduct of duties, consults platoon sergeant in all matters related to the platoon. Knows Soldiers and therefore how to employ the platoon and its organic and supporting weapons. During operations, the platoon leader—

- Leads platoon in supporting higher headquarters missions. Bases actions on assigned mission and intent and concept of higher commanders.
- Maneuvers squads and fighting elements.
- Synchronizes the efforts of squads.
- Looks ahead to the next —move for the platoon.
- Requests and controls supporting assets.

- Employs C2 systems available to the squads and platoon.
- Ensures 360-degree, three-dimensional security is maintained
- Controls the emplacement of key weapon systems.
- Issues accurate and timely reports.
- Places self where most needed to accomplish the mission.
- Assigns clear tasks and purposes to squads.
- Understands the mission and commanders' intent two levels up (the company and battalion).

The platoon leader works to develop and maintain situational understanding (SU) by:

- attempting to know what is happening in the present in terms of friendly, enemy, neutral, and terrain situations.
- knowing the end-state that represents mission accomplishment.
- determining critical actions and events that must occur to move unit from present to end-state.
- assessing risk throughout all phases of operations.

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- Coordinate with the CO and XO.
- Control platoon organization.
- Complete all required platoon tasks.
- Establish platoon plan of action.
- Create and issue platoon operations orders (OPORD).
- Conduct platoon inspections and rehearsals.
- Organize physical training activities.

PLATOON SERGEANT (PSG) - Senior NCO in the platoon and second in command. Sets the example in everything. Tactical expert in Infantry platoon and squad operations, including maneuver of platoon-sized elements and employment of all organic and supporting weapons. Advises the PL in all administrative, logistical, and tactical matters. Responsible for the care of personnel, weapons, and equipment of the platoon. As second in command, assumes duties as assigned by the PL.

Traditionally—

- Ensures platoon is prepared to accomplish mission, to include supervising pre-combat checks and inspections.
- Prepares to assume the role and responsibilities of platoon leader.
- Acts where best needed to help C2 the engagement (either in base of fire or with assault element).
- Receives squad leaders' administrative, logistical, and maintenance reports, and requests for rations, water, fuel, and ammunition.
- Coordinates with higher headquarters to request logistical support (usually 1SG or XO).
- Manages platoon's combat load prior to operations and monitors logistical status during operations.
- Establishes and operates platoon's casualty collection point (CCP), including directing platoon medic and aid/litter teams in moving casualties; maintains platoon strength levels information; consolidates and forwards platoon's casualty reports; receives and orients replacements.
- Employs digital C2 systems available to the squads and platoon.
- Understands the mission and commanders intent two levels up (the company and battalion).

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- Assist the PL.
- Coordinate with Cadet 1SG and Cadet SLs.
- Organize platoon formations.
- Account for platoon attendance.
- Prepare and submit morning reports.
- Control sick call and account for absences.
- Supervise issue/turn in of supplies and equipment.
- Supervise barracks maintenance.
- Control movement of the platoon.

SQUAD LEADER (SL) - Senior Infantryman in the squad, is responsible for all the squad does or fails to do. Directs team leaders and leads by personal example. Has authority over subordinates and overall responsibility for those subordinates' actions. Centralized authority enables the SL to act decisively while maintaining troop discipline and unity. Even in the course of carefully-planned actions, must accomplish assigned missions using initiative without constant guidance from above. Responsible for the care of personnel, weapons, and equipment. During operations, the squad leader—

- Is SME on all battle drills and individual drills.
- Is SME in squad's organic weapons employment and the employment of supporting assets.
- Knows weapon effects, surface danger zone(s) (SDZ), and risk estimate distance(s) (RED) for all munitions.
- Effectively uses control measures for direct fire, indirect fire, and tactical movement.
- Controls movement of squad and its rate and distribution of fire (including call for and adjust fire).
- Fights the close fight by fire and movement with two fire teams and available supporting weapons.
- Selects the fire team general locations and sectors in the defense.
- Communicates timely and accurate spot reports (SPOTREPs) and status reports, including—
 - o Size, activity, location, unit, time, and equipment (SALUTE) SPOTREPs.
 - o Status to PL (including squad location and progress, enemy situation, enemy killed in action [KIA], and security posture).
 - o Status of ammunition, casualties, and equipment to the PSG.
- Employs digital C2 systems available to the squad and platoon.
- Operates in any environment to include the urban environment.
- Conducts troop-leading procedures (TLP).
- Assumes duties as the PSG or PL as required.
- Understands the mission and commander's intent two levels up (platoon and company).

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- Ensure the squad is in proper uniform with proper equipment for training.
- Lead and supervise up to 13 squad members.
- Ensure that the squad draws all necessary equipment and rations required for training.
- Personally prepare and inspect the squad for all missions.
- Keep squad accountability and report to the PSG.
- Control movement of the squad.
- Prepare and submit reports.
- Prepare and issue the squad operation order (OPORD).

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CHAPTER 2 - COMMAND AND CONTROL

SECTION I – TROOP LEADING PROCEDURES (FM 3-21.8 Ch 5 MAR07; FM 3-21.10 Ch 2-1 JUL06; FM 5-0 App C MAR10)

ASSUMPTION OF COMMAND - When it is necessary for a new leader to assume command of the platoon, as the situations allows, they will accomplish the following tasks:

- a. Inform higher headquarters of the change
- b. Reestablish the platoon chain of command and ensure all subordinates are made aware of changes
- c. Check the platoon's security and the emplacement of key weapons
- d. Check the platoon's equipment and personnel status
- e. Pinpoint the platoon's location
- f. Assess the platoon's ability to continue the mission
- g. Inform higher command of assessment
- h. Continue the mission / initiate Troop Leading Procedures

TROOP LEADING PROCEDURES

1. Receive the Mission
 - (1) Determine mission and time available (develop timeline)
 - (2) Detailed analysis of METT-TC
 - (3) 1/3-2/3 rule
2. Issue a Warning Order
3. Make a Tentative Plan
 - (1) **Mission**
 - Enemy**
 - Terrain and Weather**
 - Observation and Fields of Fire**
 - Avenues of Approach**
 - Key Terrain**
 - Obstacles**
 - Cover and Concealment**
 - Visibility, Winds, Precipitation, Cloud cover,
 - Temperature/humidity
 - Troops Available**
 - Time Available**
 - Civil considerations**
 - (2) Mission and intent of commander two levels up
 - (3) Mission and intent of immediate commander
 - (4) Platoon or Squad mission
 - (5) Constraints
 - (6) Identification of tasks (Specified, Implied, Essential)
 - (7) Identification of risks
 - (8) Restated mission
 - (9) Analysis of Enemy
 - (a) Composition
 - (b) Disposition
 - (c) Strength
 - (d) Capabilities

- (e) Anticipated Enemy Courses of Action
- (10) Course of Action Development
 - (a) Analyze Relative Combat Power
 - (b) Generate Options
 - (c) Array Initial forces
 - (d) Develop Schemes of Maneuver
 - (e) Assign Headquarters
 - (f) Prepare COA Statements and Sketches
 - (g) Wargaming of COA(s)
 - (h) COA Comparison and Selection
- 4. Initiate movement
- 5. Conduct Reconnaissance
 - (1) Confirm Priority Intelligence Requirements (PIRs)
 - (2) If leaving the platoon or squad to conduct leader's reconnaissance, leave a five point contingency plan, or GOTWA
 - (a) Where the leader is **G**oing
 - (b) **O**thers going with the leader
 - (c) Amount of **T**ime the leader plans to be gone
 - (d) **W**hat to do if the leader does not return
 - (e) Unit's and leaders **A**ctions on chance contact while the leader is gone
- 6. Complete the Plan
- 7. Issue the Operations Order
- 8. Supervise and Refine
 - (1) Confirmation briefs, rehearsals, and inspections
 - (a) Ensure subordinates know the mission, the commander's intent, the concept of the operation, and their assigned tasks.
 - (b) Rehearsals include map rehearsal, sand table or terrain model, radio rehearsal, reduced-force rehearsal, and full-force rehearsal (preferred if time permits)
 - (2) The leader should establish a priority for rehearsals based on available time. The priority of rehearsals flows from the decisive point of the operation. Thus the order of precedence is:
 - (a) actions on the objective
 - (b) actions on enemy contact
 - (c) special teams
 - (d) movement techniques
 - (e) others as required
 - (3) Security must be maintained during the rehearsal.
 - (4) Inspections
 - (a) Squad leaders should conduct initial inspections shortly after receipt of the WARNO
 - (b) The PSG should conduct spot checks throughout the preparation
 - (c) The PL and PSG conduct final inspections
 - (5) Inspections should include:
 - (a) Weapons and ammunition
 - (b) Uniforms and Equipment
 - (c) Mission-essential equipment
 - (d) Soldier's understanding of the mission and their specific responsibilities
 - (e) Communications
 - (f) Rations and water
 - (g) Camouflage
 - (h) Deficiencies noted during earlier inspections

SECTION II – RISK MANAGEMENT

1. **PURPOSE** - To identify the tactical risk management program for accident prevention in both the Warrior Forge garrison and training operations.
2. **APPLICABILITY** - Applies to all sections of Warrior Forge.
3. **GENERAL** - The Warrior Forge Safety Office provides risk management instruction materials for training all Warrior Forge personnel in principles and techniques of risk management. The Risk Assessment Management Program (CDT CMD Reg 145-3) provides leaders with a systematic approach to controlling and reducing risk. It is a process which requires leaders to identify hazards or risks associated with training events, minimize or control these risks and weigh them against overall training value. **Leaders will conduct risk assessments whether formally, during the planning process of a training event, or informally, while making a hasty plan.** All training and activities required risk assessment.
4. **GUIDANCE**
 - a. Integrate risk management into all training and activities from concept through termination.
 - b. Accept no unnecessary risk.
 - c. Make risk decisions at the proper level.
 - d. Document risk decisions.
5. **HAZARD CONTROL PROCESS**
 - a. Identify the Hazards. Hazards are a potential source of danger, which may cause injury, damage or mission degradation. They may be encountered during training or other activities and include such obvious things as weather, terrain, weapons and equipment. Hazards can also be less obvious, such as a stream that appears shallow, but is actually deep in some places. Record identified hazards on a Risk Assessment Management Program Countermeasure Worksheet.
 - b. Hazard Inventory - The Committees/Regiments/Sections and the Warrior Forge Safety Office will assess identified hazards and file them on site utilizing the RAMP Countermeasure Worksheet.

		PROBABILITY			
EFFECT	FREQUENT	LIKELY	OCCASIONAL	REMOTE	UNLIKELY
CATASTROPHIC	EXTREME	EXTREME	<i>HIGH</i>	<i>HIGH</i>	MODERATE
CRITICAL	EXTREME	<i>HIGH</i>	<i>HIGH</i>	MODERATE	LOW
MARGINAL	<i>HIGH</i>	MODERATE	MODERATE	LOW	LOW
NEGLIGIBLE	MODERATE	LOW	LOW	LOW	LOW

Hazard Probability

FREQUENT	Individual Item	Occurs often in life of system
	Inventory of Items	Continuously experienced
	Individual Person	Occurs often in career
	All Persons Exposed	Continuously experienced
PROBABLE	Individual Item	Occurs several times in life of system
	Inventory of Items	Occurs frequently
	Individual Person	Occurs several times in career
	All Persons Exposed	Occurs frequently
OCCASIONAL	Individual Item	Occurs sometime in life of system
	Inventory of Items	Occurs several times in life of system
	Individual Person	Occurs sometime in career
	All Persons Exposed	Occurs sporadically
REMOTE	Individual Item	Unlikely, but possible in life of system
	Inventory of Items	Unlikely, but expected sometime
	Individual Person	Unlikely, but possible in career
	All Persons Exposed	Occurs seldom
IMPROBABLE	Individual Item	Too unlikely to occur in life of system
	Inventory of Items	Unlikely, but possible in life of system
	Individual Person	Too unlikely to occur in career
	All Persons Exposed	Occurs very rarely

Hazard Severity

CATASTROPHIC	Death or permanent total disability; system loss; major property damage
CRITICAL	Permanent partial disability; temporary total disability (more than 3 months); major system damage; significant property damage
MARGINAL	Minor injury; lost workday; compensable injury or illness; minor system damage; minor property damage
NEGLIGIBLE	First aid or minor medical treatment; minor system impairment

(RISK MANAGEMENT WORKSHEET EXAMPLE)

COMPOSITE RISK MANAGEMENT WORKSHEET											
For use of this form, see FM 5-15; the proponent agency is TRADOC.											
1. MENTASK		2a. DTG BEGIN		2b. DTG END		3. DATE PREPARED (YYYYMMDD)					
4. PREPARED BY		5. RANK		5. POSITION							
8. LAST NAME		7. INITIAL RISK LEVEL		8. CONTROLS		9. RESIDUAL RISK LEVEL		10. HOW TO IMPLEMENT		11. HOW TO SUPERVISE (MHO)	12. WAS CONTROL EFFEC. TIME?
5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (MHO)	12. WAS CONTROL EFFEC. TIME?				
Additional space for entries in Items 5 through 11 is provided on Page 2.											
13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)											
<input type="checkbox"/> LOW <input type="checkbox"/> MODERATE <input type="checkbox"/> HIGH <input type="checkbox"/> EXTREMELY HIGH											
14. RISK DECISION AUTHORITY											
a. LAST NAME		b. RANK		c. DUTY POSITION		d. SIGNATURE					

SECTION III – ORDERS
(FM 5-0 App E MAR10)

1. ORDERS GROUP

- a. **Platoon orders** – at a minimum, the following individuals will attend platoon orders:
 - (1) Platoon leader
 - (2) Platoon sergeant
 - (3) Squad leaders
 - (4) Platoon FO
 - (5) PLT Medic
 - (6) Attachment leaders

- b. **Squad orders** – at a minimum, the following individuals will attend squad
 - (1) Squad leader
 - (2) Team leaders

2. ORDERS FORMATS

- a. **Warning order (WARNO)**
 - (1) Situation
 - (2) Mission
 - (3) Execution
 - (a) Concept
 - (b) Time Schedule
 - (c) Rehearsal
 - (d) Tasks to Subordinates
 - (4) Sustainment
 - (5) Command and Control

- b. **Fragmentary order (FRAGO)** - The format for a FRAGO is that portion of the current OPORD that has changed. If significant changes have occurred since the last OPORD, a new OPORD should be prepared.

- c. **Operations Orders (OPORD)** – Basic format is listed under sub-paragraph a, above. The following are two adjusted OPORD formats to accommodate the Warrior Forge training environment.

Squad Operation Order

- (1) Situation
 - (a) Enemy Forces
 - (b) Friendly Forces
 - (c) Attachments and Detachments
- (2) Mission
 - (a) Who, What, When, Where, Why
- (3) Execution
 - (a) Concept of the Operation
 - 1. Scheme of Maneuver
 - 2. Scheme of Fires
 - (b) Tasks to Subordinate Units
 - (c) Coordinating Instructions

1. Risk Reduction Control Measures
- (4) Sustainment
- (5) Command and Control

Platoon Operation Order

- (1) Situation
 - (a) Enemy Forces
 - Identify enemy forces and appraise their general capabilities. Describe the enemy's disposition, location, strength, and probable courses of action.
 - (b) Friendly Forces
 1. Higher Headquarters' Mission and Intent
 2. Missions of Adjacent Units
 - (c) Attachments and Detachments
- (2) Mission (Who, What (task), When, Where, Why (purpose))
- (3) Execution
 - (a) Commander's Intent
 - (b) Concept of the Operation - How unit will accomplish the mission.
 1. Maneuver - Designate main effort and ID tasks
 2. Fires - Concept of fire support, address priority of fires, priority targets, and restrictive control measures.
 3. Additional combat support elements - Concept of employment and priority of effort.
 - (c) Tasks to Maneuver Units - Tasks and purpose for each.
 - (d) Tasks to combat support units
 - (e) Coordinating Instructions
 1. Priority Intelligence Requirements
 2. Fire Support Coordination Measures
 3. Rules of Engagement
 4. Risk Reduction Control Measures
 5. Order of march and other MMNT procedures
 6. MOPP level
 7. Troop safety and operational exposure guide
 8. Engagement and disengagement criteria and instructions
 9. Reporting requirements
 10. Consolidation and reorganization instructions
- (4) Sustainment - Describe the concept of sustainment, including priorities by unit or area.
 - (a) Logistics
 - (b) Personnel
 - (c) Health System Support
- (5) Command and Control
 - (a) Command
 - Location of Commander / Succession of Command / Liaison Requirements
 - (b) Control
 - Command Posts / Reports
 - (c) Signal --SOI index in effect / Listening silence if applicable / Methods of communication in priority / Emergency signals / Code words

3. CLASSES (CL) OF SUPPLY

CL I - Subsistence

CL II - Clothing, individual equipment, tools and tent packages

CL III - Petroleum, oil and lubricants (POL)

CL IV - Construction materials

CL V - Ammunition

CL VI - Personal demand items (sundry packs)

CL VII - Major end items

CL VIII - Medical supplies

CL IX - Repair parts

CHAPTER 3 – OPERATIONS

SECTION I – FIRE CONTROL AND DISTRIBUTION

1. Fire control measures

a. Graphic measures

- (1) Boundaries or sectors
- (2) Battle positions
- (3) Engagement areas
- (4) Target Reference Points (TRPs)
- (5) Maximum engagement lines
- (6) Trigger lines
- (7) Phase lines
- (8) Final protective fire

b. Rules of engagement

c. Engagement priorities

d. Machine Guns

- (1) Leaders position machine guns to—
 - (a) Concentrate fires where they want to kill the enemy
 - (b) Fire across the platoon front
 - (c) Cover obstacles by fire
 - (d) Tie-in with adjacent units
- (2) The following definitions apply to the employment of machine guns.
 - (a) Grazing fire
 - (b) Dead space
 - (c) Final protective line
 - (d) Platoon machine guns have the following target priority
 1. The FPF, if directed
 2. The most dangerous or threatening target
 3. Groups of dismounted infantry in primary sector
 4. Enemy crew-served weapons
 5. Groups of dismounted infantry in secondary sector
 6. Unarmored command and control vehicles

2. Fire Commands

- a. **Alert** - The leader can alert the soldiers by name or unit designation, by some type of visual or sound signal, by personal contact, or by any other practical way.
- b. **Direction** - the general direction or pinpoint location of the target.
- c. **Description** - describes the target briefly but accurately
- d. **Range** - range to the target in meters
- e. **Method of fire** - which weapons, type & amount of ammunition, and the rate of fire.
- f. **Command to fire**

3. Fire Distribution. - The two methods of fire distribution are point fire and area fire.


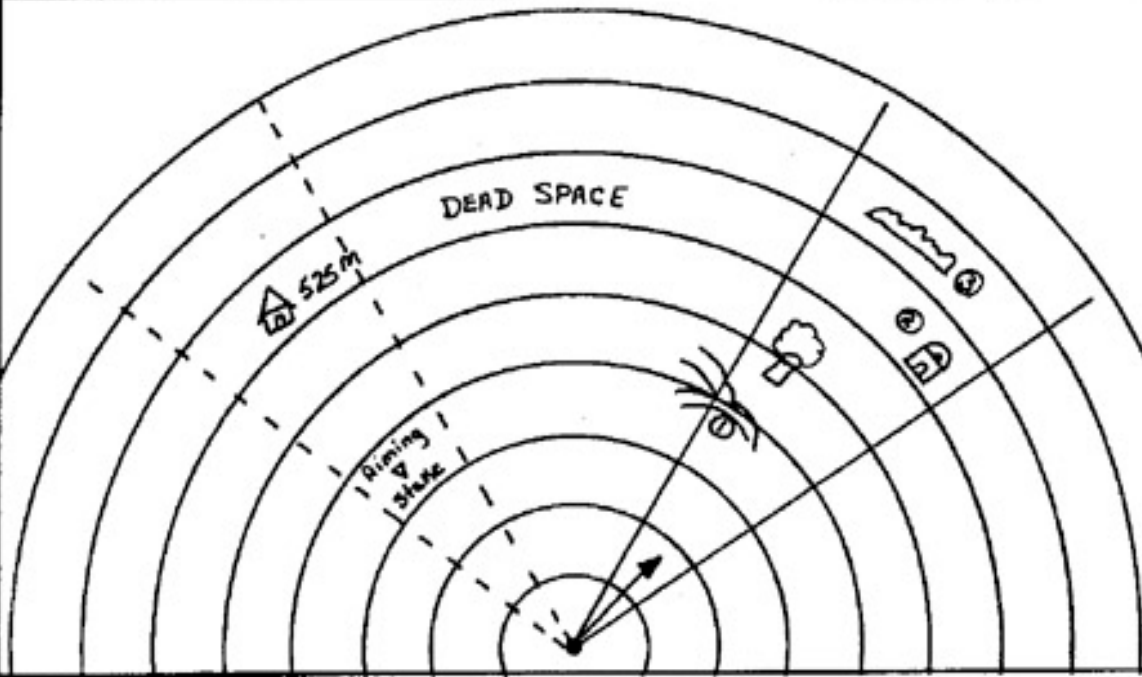
- a. **Point Fire.** The platoon's fires are directed at one target. The platoon leader accomplishes this by marking the desired target with tracer fire or by M203 fire.
- b. **Area Fire.** The platoon's fires cover an area from left to right and in depth. The platoon leader accomplishes this four ways.
 - (1) **Frontal fire**
 - (2) **Cross fire**
 - (3) **Depth fire**
 - (4) **Combination**

SECTION II – RANGE CARDS AND SECTOR SKETCHES

1. RANGE CARDS

- a. The marginal information at the top of the card is listed as follows
 - (1) SQD, PLT CO. The squad, platoon, and company designations are listed. Units higher than company are not listed.
 - (2) MAGNETIC NORTH. The range card is oriented with the terrain and the direction of magnetic north arrow is drawn.
- b. The gunner's sector of fire is drawn in the sector sketch section. It is not drawn to scale, but the data referring to the targets must be accurate.
 - (1) The weapon symbol is drawn in the center of the small circle.
 - (2) Left and right limits are drawn from the position. A circled "L" and "R" are placed at the end of the appropriate limit lines.
 - (3) The value of each circle is determined by using a terrain feature farthest from the position that is within the weapon's capability. The distance to the terrain is determined and rounded off to the next even hundredth, if necessary. The maximum number of circles that will divide evenly into the distance is determined and divided. The result is the value for each circle. The terrain feature is then drawn on the appropriate circle.
 - (4) All TRPs and reference points are drawn in the sector. They are numbered consecutively and circled.
 - (5) Dead space is drawn in the sector.
 - (6) A maximum engagement line is drawn on range cards for anti-armor weapons.
 - (7) The weapon reference point is numbered last. The location is given a six-digit grid coordinate. When there is no terrain feature to be designated, the location is shown as an eight-digit grid coordinate.
- c. The data section is filled in as follows.
 - (1) POSITION IDENTIFICATION. The position is identified as primary alternate, or supplementary.
 - (2) DATE. The date and time the range card was completed is entered.
 - (3) WEAPON. The weapon block indicates the weapons used.
 - (4) EACH CIRCLE EQUALS _____ METERS. Write in the distance in meters between circles.
 - (5) NO. Starting with left and right limits TRPs and reference points are listed in numerical order.
 - (6) DIRECTION/DEFLECTION. The direction is listed in degrees. The deflection is listed in mils.
 - (7) ELEVATION. The elevation is listed in mils.
 - (8) RANGE. The distance in meters from the position [to the left and right limits and TRPs and reference points.
 - (9) AMMO. The type of ammunition used is listed.
 - (10) DESCRIPTION. The name of the object is listed for example, farmhouse, wood line, and hilltop.

(11) REMARKS. The weapon reference point data and any additional information are listed.

STANDARD RANGE CARD					
For use of this form see FM 7-7.1. The proponent agency is TRADOC.					
SQD <u>3^d</u>	May be used for all types of direct fire weapons.				 MAGNETIC NORTH
PLT <u>2^d</u>					
CO <u>B</u>					
DATA SECTION					
POSITION IDENTIFICATION <u>GLO8451038</u>				DATE <u>12 Oct 01</u>	
WEAPON <u>M100 #2</u>			EACH CIRCLE EQUALS METERS <u>100</u>		
NO.	DIRECTION/DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
1	L 035	0/24	400		PDF (wooded road junction)
2	R 375	-50/15	625		Barn
3	R 175	-50/40	725		Hedgerow
REMARKS: (1) TW 17 A30 (2) TW 3/L3 (3) TW 7/A3					

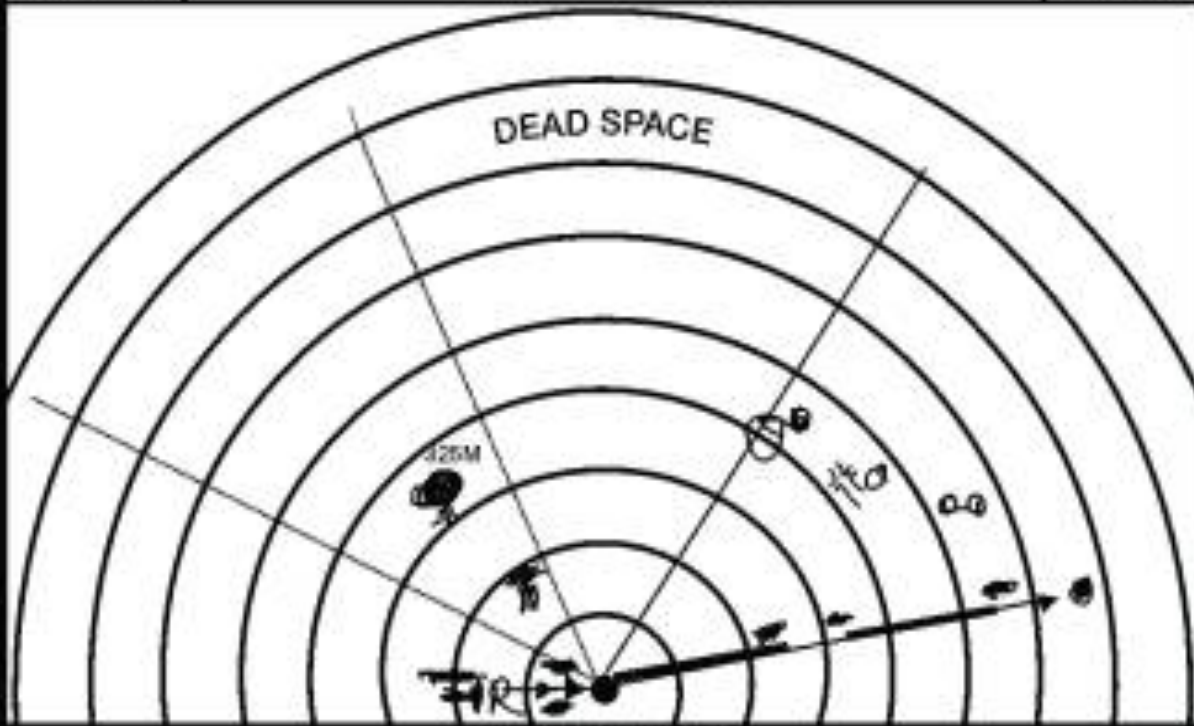
STANDARD RANGE CARD

For use of this form see FM 7-72. The proponent agency is TRADOC

SOD 20
 PLT 20
 CO

May be used for all types of direct fire weapons


 MAGNETIC
 NORTH



DATA SECTION

POSITION IDENTIFICATION FL93668141 DATE 20 APRIL

WEAPON M60 EACH CIRCLE EQUALS 100 METERS

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
1	-	+50/3	550		FPL
2	R275	+50/45	525		BARN
3	L102	0/28	425		ROAD JUNCTION
4	L370	0/12	375		BOULDER

REMARKS: 0-4
0 TW15/LB

STANDARD RANGE CARD

For use of this form see FM 7-8. The proponent agency is TRADOC

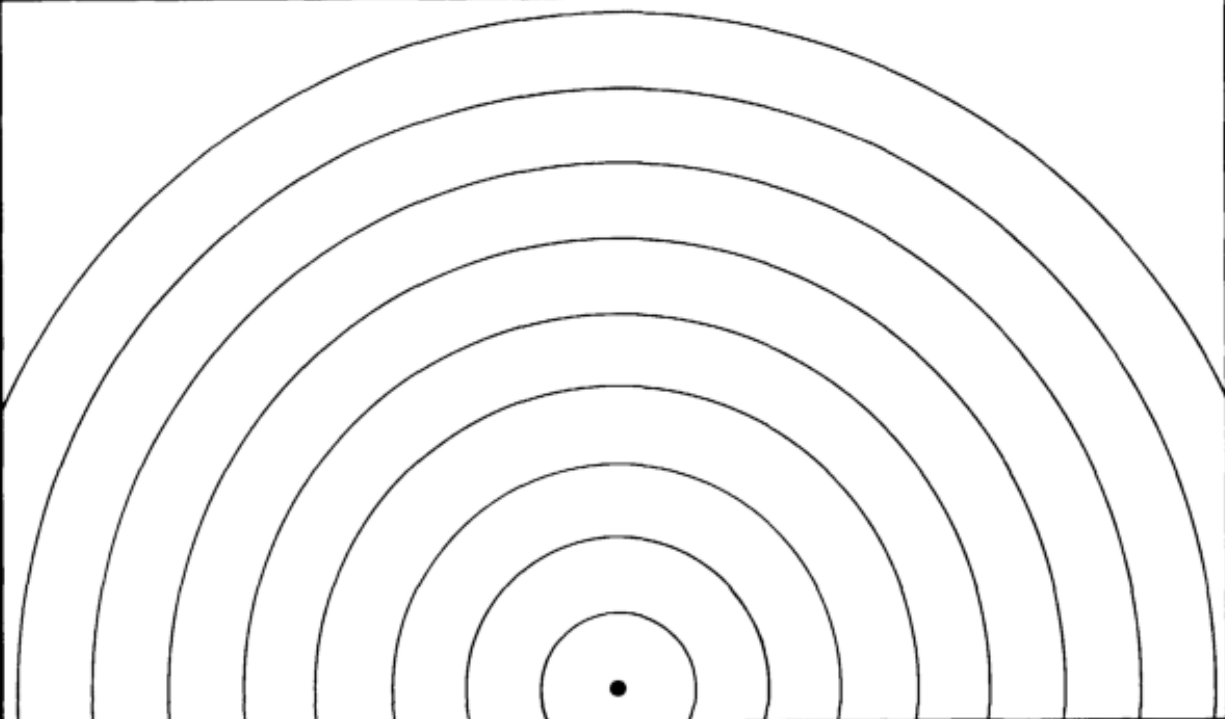
SQD _____

PLT _____

CO _____

May be used for all types of direct fire weapons.

MAGNETIC
NORTH



DATA SECTION

POSITION IDENTIFICATION

DATE

WEAPON

EACH CIRCLE EQUALS _____ METERS

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION

REMARKS:

STANDARD RANGE CARD

For use of this form see FM 7-8. The proponent agency is TRADOC

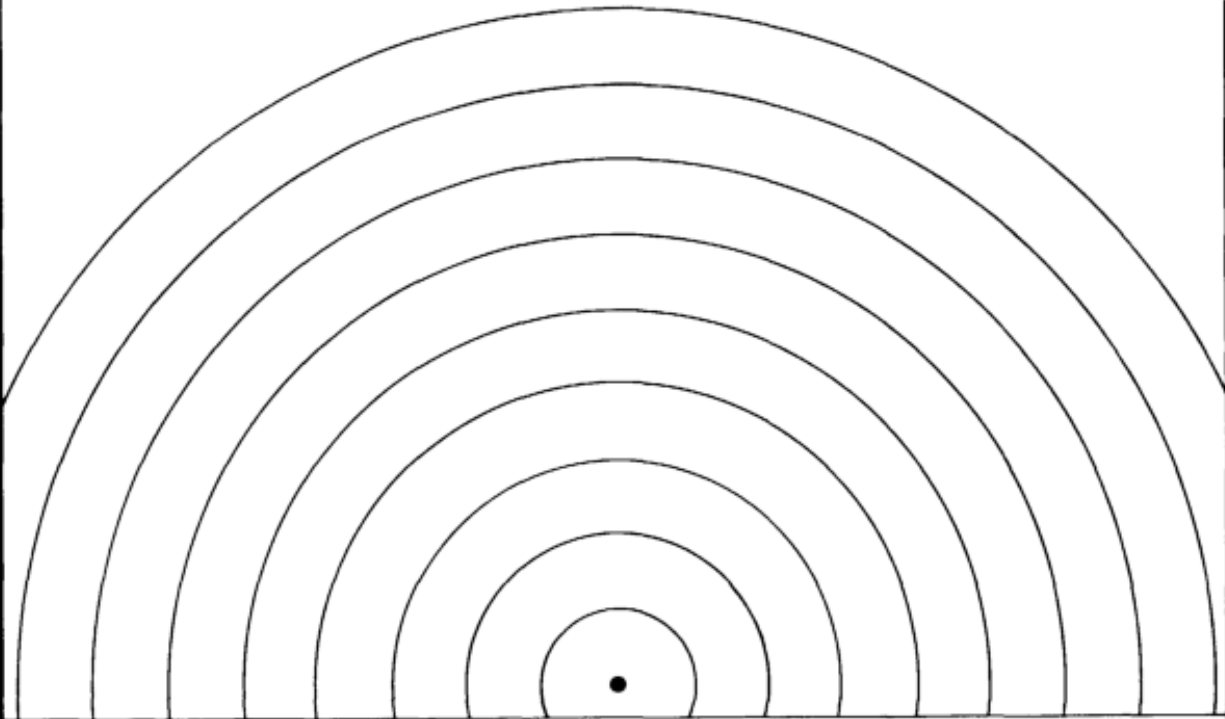
SQD _____

PLT _____

CO _____

May be used for all types of direct fire weapons.

MAGNETIC
NORTH



DATA SECTION

POSITION IDENTIFICATION

DATE

WEAPON

EACH CIRCLE EQUALS _____ METERS

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION

REMARKS:

STANDARD RANGE CARD

For use of this form see FM 7-8. The proponent agency is TRADOC

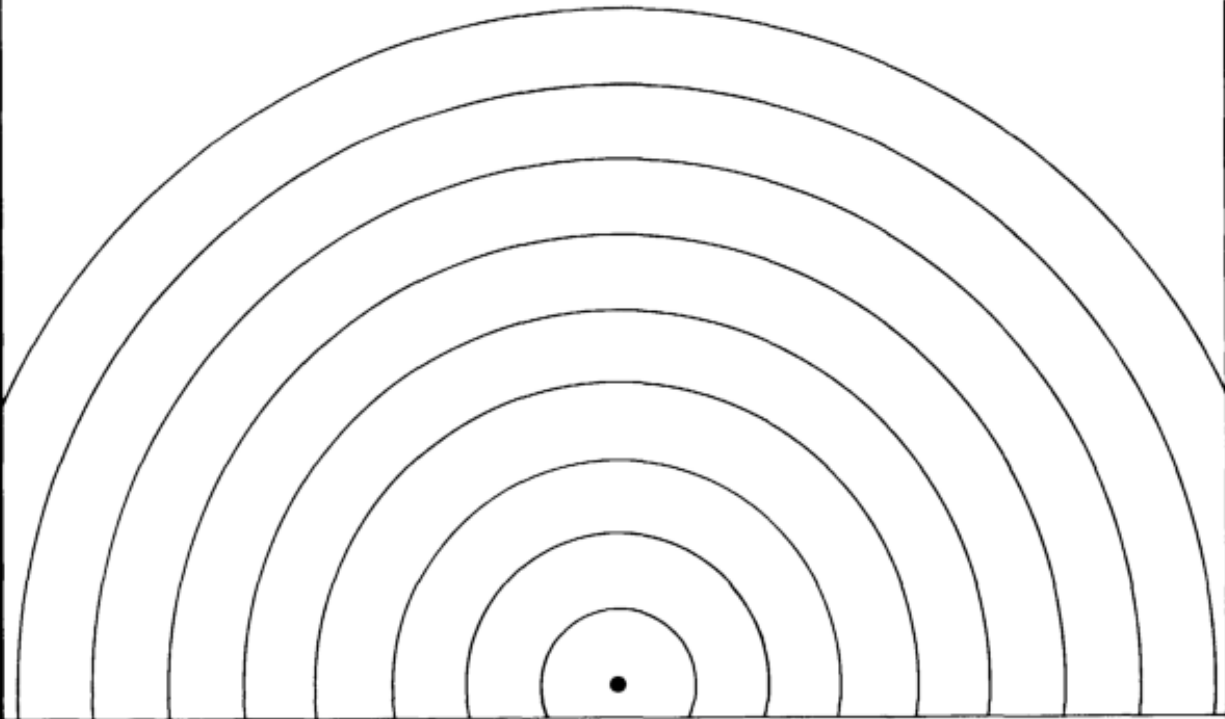
SQD _____

PLT _____

CO _____

May be used for all types of direct fire weapons.

MAGNETIC
NORTH



DATA SECTION

POSITION IDENTIFICATION

DATE

WEAPON

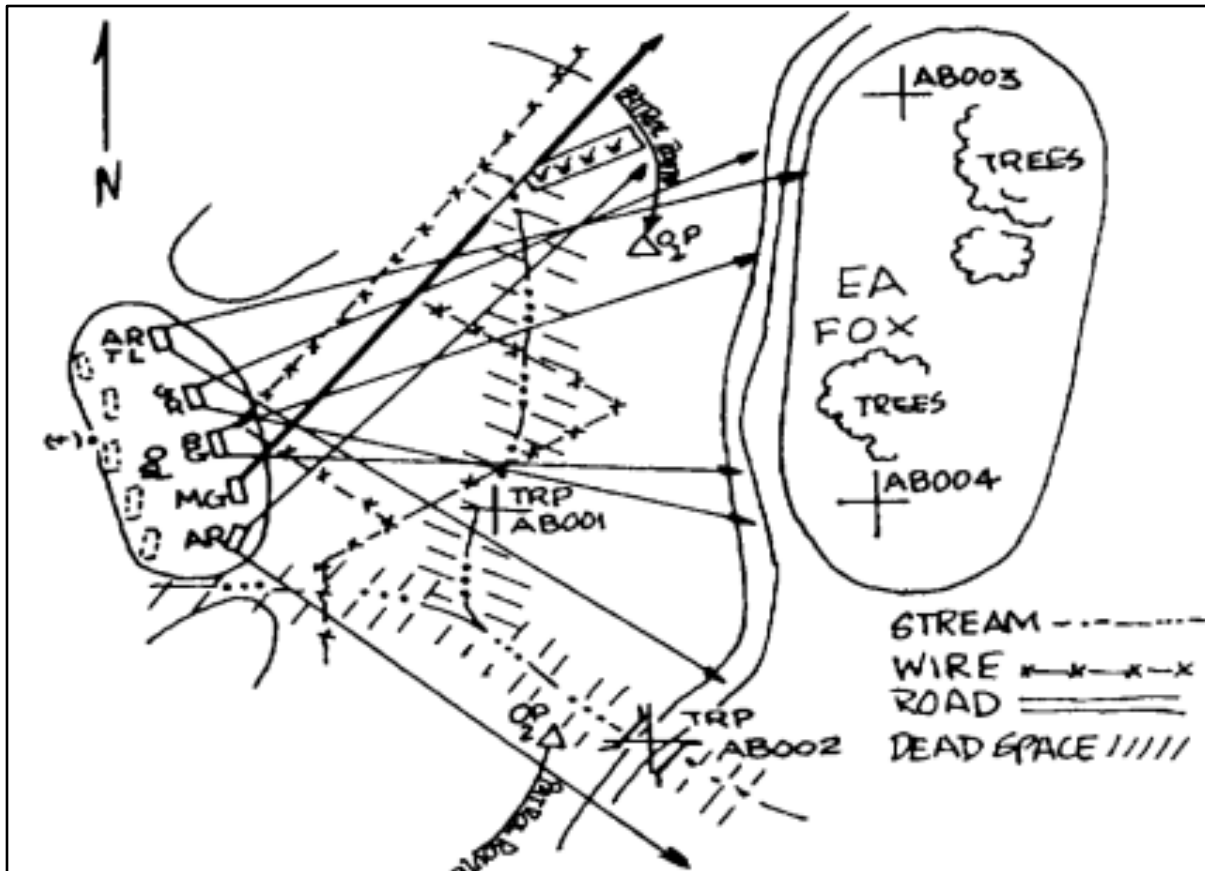
EACH CIRCLE EQUALS _____
METERS

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION

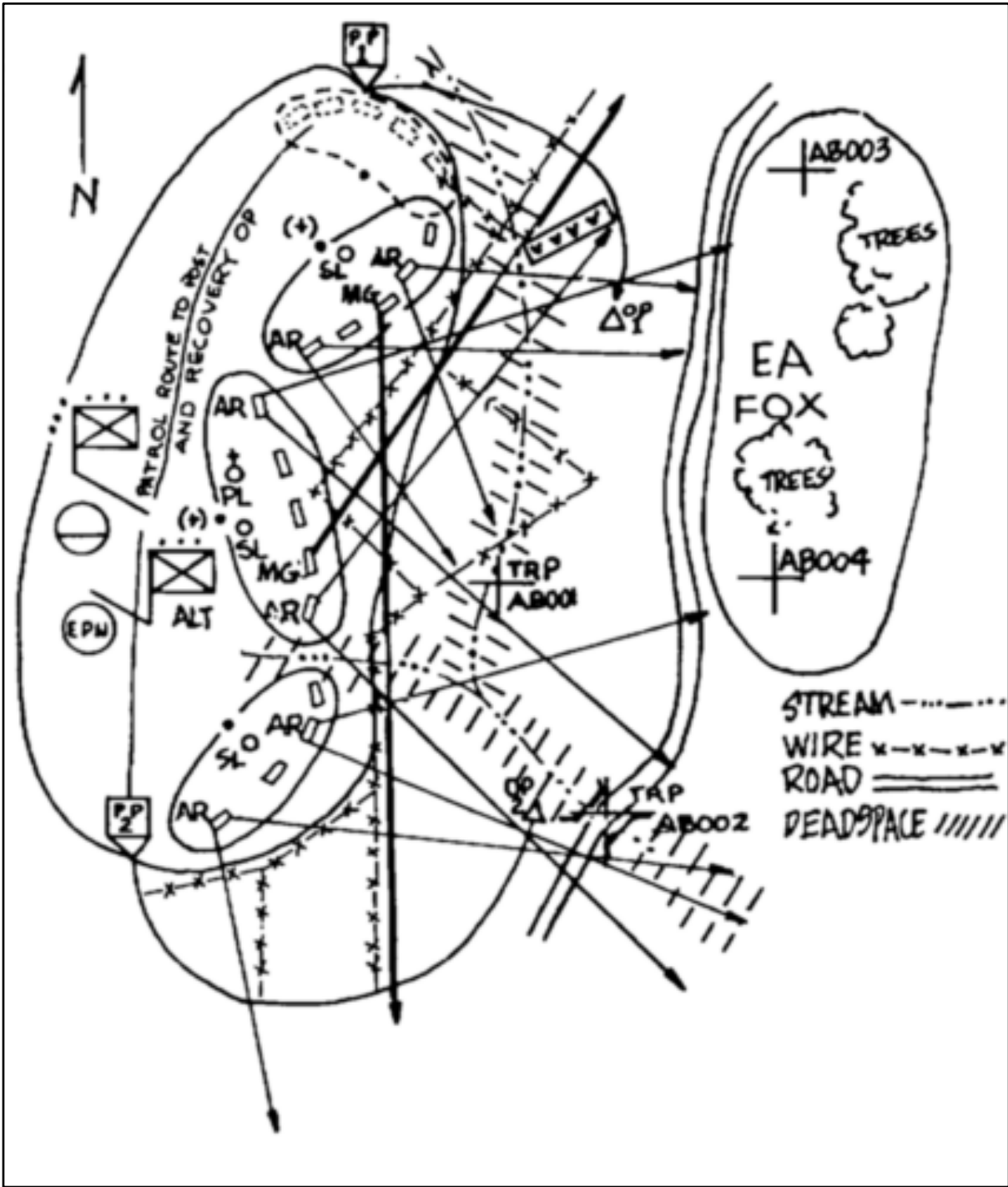
REMARKS:

1. SECTOR SKETCHES

- a. Squad sector sketches - The squad leaders prepare an original and one copy of the sector sketch. The original remains in the squad CP, and the copy is turned in to the platoon leader. As a minimum, the squad sector sketch includes:
- (1) Key terrain within the squad sector.
 - (2) Each individual fighting position and its primary and secondary sectors of fire.
 - (3) Key weapons positions and their primary sector of fire, secondary sector of fire, and any fire control measures.
 - (4) All CP and OP locations.
 - (5) All dead space within the squad sector.
 - (6) Any obstacles and mines within the squad sector.



- b. Platoon sector sketches - The platoon leader prepares an original and one copy of the sector sketch. The original remains in the platoon CP, and the copy is turned in to the company commander. As a minimum, the platoon sector sketch includes:
- (1) Squad positions and sectors of fire.
 - (2) Key weapons positions and their sectors of fire and fire control measures.
 - (3) CPs (Command Post), OPs (Observation Post), and patrol routes.
 - (4) Platoon maximum engagement lines.
 - (5) All dead space within the platoon sector.
 - (6) All mines and obstacles within the platoon sector.
 - (7) Any TRPs or FPFs (Final Protective Fires) within the platoon sector.



SECTION III - MOVEMENT

1. MOVEMENT

a. **Formation** - Leaders choose the formation based on their analysis of METT-T and likelihood of enemy contact.

(1) **Fire team formations** - All soldiers in the team must be able to see their leader.

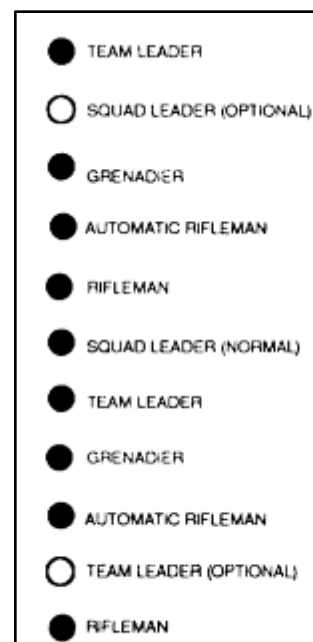
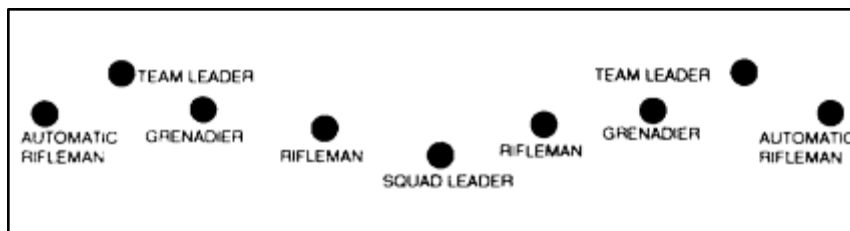
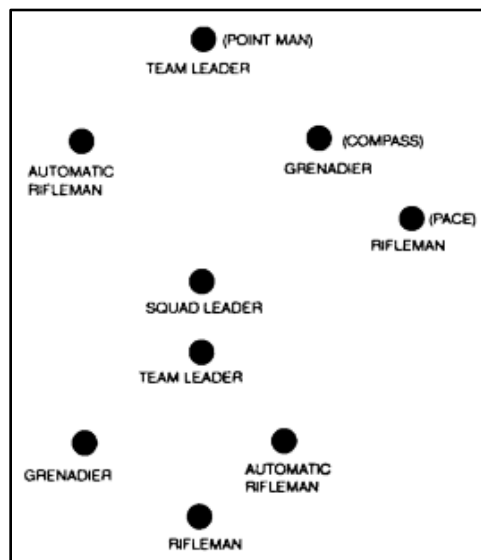
(a) **Wedge** - This is the basic fire team formation; it will be used unless modified because of terrain, dense vegetation, terrain or mission.

(b) **File** - Used in close terrain, dense vegetation, limited visibility.

(2) **Squad formations** - Squad formations describe the relationships between fire teams in the squad.

(a) **Column** –

1. The squad column is the squad's most common formation.
2. It provides good dispersion laterally and in depth without sacrificing control, and facilitates maneuver.
3. The lead fire team is the base fire team.
4. When the squad moves independently or as the rear element of the platoon, the rifleman in the trail fire team provides rear security.



(b) **Line** –

1. The squad line provides maximum firepower to the front.
2. When a squad is acting as the base squad, the fire team on the right is the base fire team.

(c) **File** –

1. When not traveling in a column or line, squads travel in file.
2. The squad file has the same characteristics as the fire team file.
3. If the squad leader desires to increase his control over the formation, exert greater morale presence by leading from the front, and be immediately available to make key decisions, he will move forward to the first or second position.

4. Additional control over the rear of the formation can be provided by moving a team leader to the last position.

- (3) **Platoon formations** - METT-T will determine where crew-served weapons move in the formation. They normally move with the platoon leader so he can quickly establish a base of fire.
 - (a) **Column** - Primary platoon formation, used unless METT-T dictates otherwise.
 - (b) **Platoon line, squads on line** - Used when the platoon leader wants all soldiers on line for maximum firepower forward. Used when the enemy situation is known.
 - (c) **Platoon line, squads in column** - Used when the platoon leader does not want everyone forward, but wants to be prepared for contact such as near the objective.
 - (d) **Platoon Vee** - Used when enemy situation is vague, but contact is expected to the front.
 - (e) **Platoon wedge** - Used when enemy situation is vague and contact is not expected.
 - (f) **Platoon file** - Used when visibility is poor due to terrain or light.

- b. **Movement Techniques** - Leaders choose a movement technique based on their mission analysis of METT-T and likelihood of enemy contact.
 - (1) **Traveling** - Used when contact is not likely and speed is important.
 - (2) **Traveling overwatch** - Used when contact is possible but speed is important.
 - (3) **Bounding overwatch** - Used when contact is likely or imminent and speed is not important.
- c. **Foot Marches.** When moving along a road in a relatively secure area, the platoon will move with one file on each side of the road. Fire teams are not split up. There will be 3 to 5 meters between soldiers and 25 to 50 meters between platoons.
 - (1) The normal rate of marching for an 8-hour march is 4 mph. The interval and rate of marching depends on the length of the march, time allowed, likelihood of enemy contact, terrain and weather, condition of the soldiers, and the weight of the soldiers' load.
 - (2) A 15-minute rest will be conducted at the end of the first 45 minutes of a road march. During this halt, the PLT Medic and squad leaders will check the soldiers' feet and report the physical condition of the soldiers to the platoon leader and platoon sergeant. Thereafter, a 10-minute rest is conducted every 50 minutes.

2. **ACTIONS AT HALTS** - During halts, security is posted and all approaches into the platoon's area are covered by key weapons. The platoon sergeant moves forward through the platoon, checking security as he goes, and meets the platoon leader to determine the reason for the halt.
 - a. During halts of 30 seconds or less, the soldiers drop to one knee and cover their assigned sector.
 - b. During halts longer than 30 seconds, a cigar-shaped perimeter is formed, and the soldiers assume the prone position.

3. **ACTIONS ON CONTACT** - On contact, the platoon executes the appropriate battle drill.

- a. **React to Contact**
- b. **Break Contact**
- c. **React to Ambush**

4. ACTIONS AT DANGER AREAS

1. Danger Areas- Any area on the planned route where the terrain exposes the platoon to enemy observation, fire or both. The patrol should avoid danger areas. When the unit must cross a danger area it should do so quickly and carefully.

Examples:

- OPEN AREAS
- ROADS & TRAILS
- VILLAGES
- ENEMY POSITIONS
- MINEFIELDS
- STREAMS
- WIRE OBSTACLES

2. Crossing of Danger Areas. When the platoon/squad crosses a danger area independently or as the lead element of a larger force, it must—

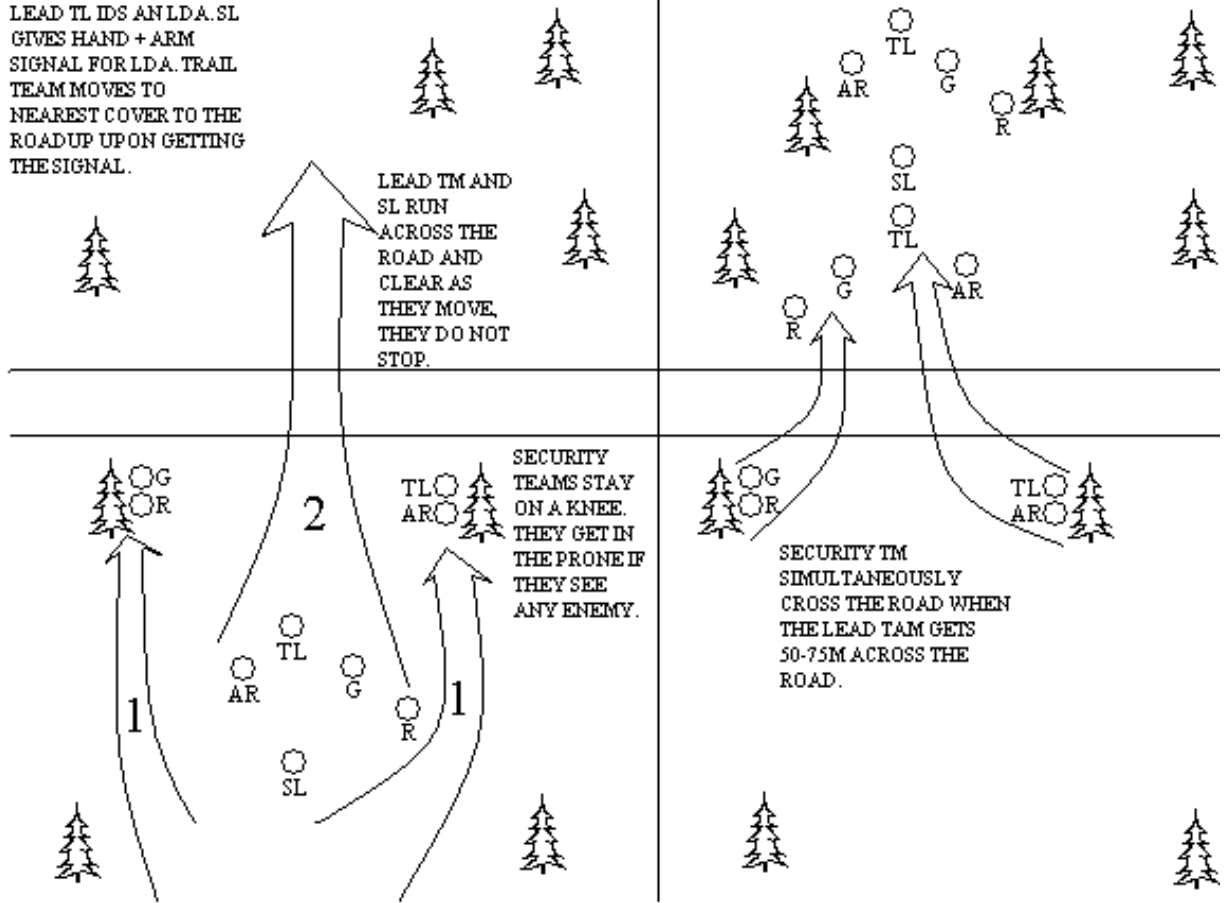
- (1) Designate near- and far-side rally points.
- (2) Secure the near side (right, left flanks, and rear security).
- (3) Reconnoiter and secure the far side.
- (4) Execute crossing the danger area.

a. The SL/PL decides how the unit will cross based on the time he has, the size of the unit, the size of the danger area, the fields of fire into the area, and the amount of security he can post (but will almost always cross in accordance with unit SOPs). A large unit normally crosses its elements one at a time. The secured area must be large enough to allow the full deployment of the remainder of the unit.

b. Crossing of LDAs (Platoons/Section and Squad).

- (1) When the lead team signals "danger area" (relayed throughout the element) the unit halts.
- (2) The PL/SL moves forward, confirms the danger area (not all roads need to be taken as LDAs, the situation will dictate) and gives the H&A signal for security.
- (3) The PL/SL directs positioning of the near-side security, which is conducted by the trail fire team of the element. This fire team will split into two 2-man security teams that take up covered positions 25-50m to the left and right of the element. These soldiers observe the flanks and overwatch the crossing on one knee, if they see enemy they get in the prone to alert the platoon.
- (4) After the near-side security is in place, the PL/SL directs the unit to begin crossing the LDA one team at a time.
- (5) The first lead fire team clears the far side and continues to march, the subsequent teams cross and pickup the proper interval behind the team in front of them.
- (6) The element quickly and quietly crosses the danger area, never stopping after the lead element passes the LDA.
- (7) The near-side security element, controlled by the APL/TL, crosses the danger area where the unit crossed. They may attempt to cover any tracks left by the unit.
- (8) The APL/TL ensures everyone crosses and sends up the head count.
- (9) The PL/SL ensures accountability.

LEAD TL IDS AN LDA. SL
GIVES HAND + ARM
SIGNAL FOR LDA. TRAIL
TEAM MOVES TO
NEAREST COVER TO THE
ROAD UP UPON GETTING
THE SIGNAL.



SECTION IV - COMMUNICATION

1. **GENERAL** - The three primary means of communication available to the infantry platoon are radio, wire, and messenger. Normally, the platoon uses one or all of these during an operation. Additionally, the platoon leader plans an alternate means of communication in case the primary means fails.

a. **Radio** - Radio is the least secure means of communication. Radio is susceptible to interception and jamming. Proper radio procedures must be used to reduce the enemy's opportunity to hamper radio communications.

(1) **Radio procedures:**

- (a) Change frequencies and call signs IAW unit SOI (Signal Operating Instructions)
- (b) Use established formats to expedite transmissions such as SALUTE

b. **Messenger** - Messenger is the most secure means of communications. Messengers should vary their routes and schedules. Platoon leaders weigh the risk associated with using messengers. Although secure, messengers are the slowest form of communication.

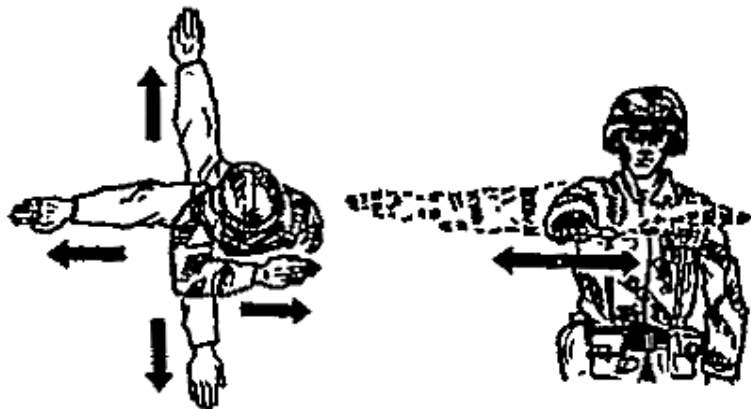
2. CODE WORDS AND SIGNALS

a. **Code Words** - Code words are used for a multitude of reasons:

- (1) To speed up communications
- (2) Add a degree of security
- (3) Help with command and control
- (4) Code words are usually established during tactical operations for (but not limited to) objectives, phase lines, check points, link ups, and so forth.

b. **Signals** - Signals can be used in many forms on any operation. Signals are usually either audio or visual. The key to the use of signals is ensuring **everyone** is aware of the signal and it's meaning, (See FM 21-60 extracts below, figure numbers correspond directly to FM 21-60)

(1) **DISPERSE** - Extend either arm vertically overhead; wave the arm and hand to the front, left, right, and rear with the palm toward the direction of each movement.
(Figure 2-29)



- (2) **ASSEMBLE or RALLY** – Raise the arm vertically overhead, palm to the front, and wave in large, horizontal circles. NOTE: Signal is normally followed by the signaler pointing to the assembly or rally site. (Figure 2-30)



- (3) **JOIN ME, FOLLOW ME, or COME FORWARD** – Point toward person(s) or unit(s); beckon by holding the arm horizontally to the front, palm up, and motioning toward the body. (Figure 2-31)

- (4) **INCREASE SPEED, DOUBLE TIME, or RUSH** – Raise the fist to the shoulder; thrust the fist up-ward to the full extent of the arm and back to shoulder level, do this rapidly several times. (Figure 2-33)



- (5) **QUICK TIME** – Extend the arm horizontally sideward, palm to the front, and wave the arm slightly downward several times, keeping the arm straight. Do not move the arm above the horizontal. (Figure 2-34)

- (6) **ENEMY IN SIGHT** - Hold the rifle in the ready position at shoulder level. Point the rifle in the direction of the enemy. (Figure 2-35)



- (7) **TAKE COVER** – Extend the arm at a 45-degree angle from the side, above the horizontal, palm down, and then lower the arm to the side. (Figure 2-36)



- (8) **WEDGE** – Extend arms downward and to the sides at an angle of 45-degrees below the horizontal, palms to the front. (Figure 2-37)

- (9) **VEE** – Raise the arms and extend them 45-degrees above the horizontal. (Figure 2-38)



- (10) **LINE** – Extend the arms parallel to the ground. (Figure 2-39)



(11) **COIL** – Raise one arm above the head and rotate it in a small circle. (Figure 2-40)

(12) **ECHELON LEFT** – Extend the right arm and raise it 45-degrees above the shoulder. Extend the left arm 45-degrees below the horizon and point toward the ground. (Figure 2-41)



(13) **ECHELON RIGHT** – Extend the left arm and raise it 45-degrees above the shoulder. Extend the right arm 45-degrees below the horizon and point toward the ground. (Figure 2-42)

(14) **STAGGERED COLUMN** – Extend the arms so that upper arms are parallel to the ground and the forearms are perpendicular. Raise the arms so they are fully extended above the head. Repeat. (Figure 2-43)





(15) **COLUMN** – Raise and extend the arm overhead. Move it to the right and left. Continue until the formation is executed. (Figure 2-44)

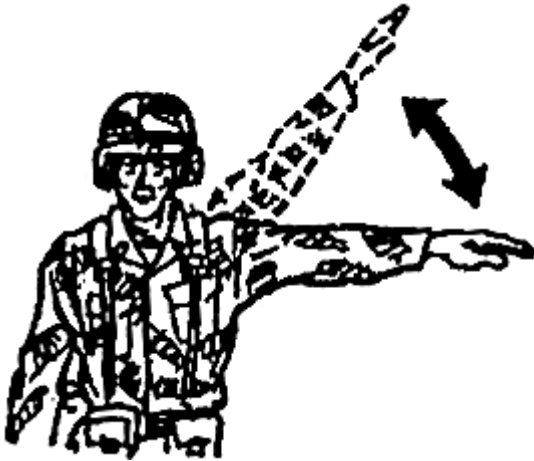
(16) **TRAVELING** – Extend the arm overhead and swing it in a circle from the shoulder. (Figure 2-46)



(17) **TRAVELING OVERWATCH** – Extend both arms and raise them up and down. (Figure 2-47)

(18) **BOUNDING OVERWATCH, COVER MY MOVE** – Extend one arm to a 45-degree angle. Bend the arm and tap the helmet. Repeat. (Figure 2-48)

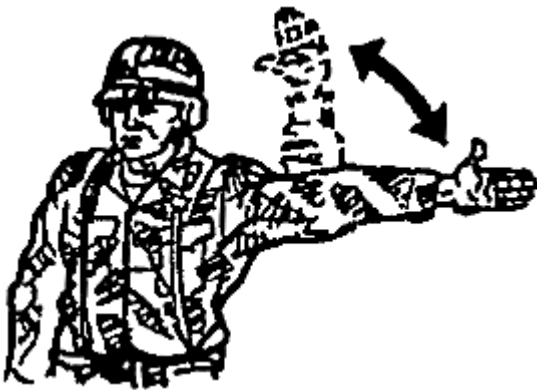




(19) **MOVE TO LEFT** – Extend the arm to the left and raise it up and down. (Figure 2-49)



(20) **MOVE TO RIGHT** – Extend the arm to the right and raise it up and down. (Figure 2-50)



(21) **CONTACT LEFT** – Extend the left arm parallel to the ground. Bend the arm until the forearm is perpendicular. Repeat. (Figure 2-51)



(22) **CONTACT RIGHT** – Extend the right arm



parallel to the ground. Bend the arm until the forearm is perpendicular. Repeat. (Figure 2-52)

(23) **ACTION LEFT** – Extend both arms parallel to the ground. Raise the right arm until it is overhead. Repeat. (Figure 2-53)



(24) **ACTION RIGHT** – Extend both arms parallel to the ground. Raise the left arm until it is overhead. Repeat. (Figure 2-54)



(25) **ACTION (FRONT, RIGHT, LEFT, or REAR), FIGHT ON FOOT, or ASSAULT FIRE (DISMOUNTED TROOPS)** – Raise



the fist to shoulder level and thrust it several times in the desired direction of action. (Figure 2-55)

Repeat. (Figure 2-57)

(26) **NUCLEAR, BIOLOGICAL, CHEMICAL ATTACK** – Extend the arms and fists. Bend the arms to the shoulders.



(27) **MAP CHECK** – Point at the palm of one hand with the Index finger of the other hand. (Figure 2-58)



(28) **PACE COUNT** – Tap the heel of boot repeatedly with an open hand. (Figure 2-59)



(29) **RADIOTELEPHONE OPERATOR FORWARD** – Raise the hand to the ear with the thumb and little finger extended. (Figure 2-60)



(30) **HEAD COUNT** – Tap the back of the helmet repeatedly with an open hand. (Figure 2-61)



(31) **DANGER AREA** – Draw the right hand, palm down, across the neck in a throat-cutting motion from left to right.

(Figure 2-62)

(32) **FREEZE** – Raise the fist to head level. (Figure 2-63)

SECTION V - REPORTS

1. **SALUTE** –
 - a. Size
 - b. Activity
 - c. Location
 - d. Unit/uniform
 - e. Time
 - f. Equipment
2. **SITREP** - you are telling the boss what is going on, what you plan on doing, and should include your current location. Given IAW OPORD
3. **Spot Reports FM 3-21.8 Pg 1-17 MAR07)** - normally, team leaders give an ACE report to the squad leader and the squad leaders give them to the platoon sergeant after contact with the enemy
 - a. Ammunition
 - b. Casualty
 - c. Equipment
4. **Logistics** - team leaders and squad leaders report twice daily up the chain of command
5. **Sensitive item** - status reported by team leaders and squad leaders up the chain of command twice daily
6. **Personnel status** - team leaders and squad leaders report twice daily. Normally, reports are given at stand-to and before nightfall.
7. **AAR** - After Action Report
 - a. **Key Points** –
 - (1) Are conducted during or immediately after each event.
 - (2) Focus on intended training objectives.
 - (3) Focus on soldier, leader, and unit performance.

- (4) Involve all participants in the discussion.
- (5) Use open-ended questions.
- (6) Are related to specific standards.
- (7) Determine strengths and weaknesses.
- (8) Link performance to subsequent training.

b. Format

- (1) Introduction and rules.
- (2) Review of training objectives.
- (3) Commander's mission and intent (what was supposed to happen).
- (4) Opposing force (OPFOR) commander's mission and intent (when appropriate).
- (5) Relevant doctrine and tactics, techniques, and procedures (TTPs).
- (6) Summary of recent events (what happened).
- (7) Discussion of key issues (why it happened and how to improve).
- (8) Discussion of optional issues.
- (9) Discussion of force protection issues (discussed throughout).
- (10) Closing comments (summary).

SECTION VI – WEAPONS

1. Basic Tenets:
 - a. Weapons on safe until target is identified and acquired
 - b. Muzzle Awareness
 - c. Finger outside of trigger well until sight are on the target
 - d. Every weapon is ALWAYS treated as loaded

2. Weapons Readiness
 - a. GREEN:
 - (1) Weapon on Safe
 - (2) **Empty Magazine** inserted in weapon
 - (3) Bolt forward, ejection port cover closed
 - b. AMBER:
 - (1) Weapon on Safe
 - (2) **Magazine with ammunition** inserted in weapon
 - (3) Bolt forward, **NO round in chamber**, ejection port cover closed.
 - c. RED:
 - (1) Weapon on safe
 - (2) **Magazine with ammunition** inserted in weapon
 - (3) **Round chambered**, ejection port cover closed.

3. Clearing the M16/A1, M16/A2, or M4 Rifle -
 - a. Point the weapon in a safe direction. Place the selector lever on safe.
 - b. Remove the magazine
 - c. Lock the bolt to the rear
 - d. Inspect the chamber and receiver areas for ammunition
 - e. With the selector switch on safe, allow the bolt to go forward.

4. **ORGANIC WEAPONS** – weapons that are assigned to the platoon over which the platoon leader has direct control. All leaders must know how to employ these weapons effectively in all tactical situations (Table 1).

Weapon	M9 PISTOL	M16A2	M249 SAW	M203	M60	M240B
Weight (lbs)	2.6	8.7	15.5	11	23	27.6
Length (in)	8.5	39	41.1	39	43	49
Max Rng (m)	1800	3600	3600	400	3750	3725
Arming Rng (m)	n/a	n/a	n/a	14	n/a	n/a
Min Safe Rng (m)	n/a	n/a	n/a	31	n/a	n/a
Effective Rng (m)						
Area	n/a	800	800	350	1100	1100
Point	50	580	600	160	600	800
Moving	n/a	200	n/a	n/a	n/a	n/a
Rate of Fire (rpm)						
Cyclic	n/a	700-800	800	n/a	550	650-950
Rapid	n/a	n/a	200*	35	200*	200*
Sustained	60	16	85	35	100	100
Ammunition	Ball	Ball, Tracer, Blank	Ball, Tracer, Blank	HE,WP, CS, ILLUM, BUCK SHOT	Ball, Tracer, Blank	Ball, Tracer, Blank
Basic Load (rds)	30	210	600	24	900	900
* with barrel change						

Table 1. Organic Weapons

5. **SUPPORT WEAPONS** – provide the platoon and squad leaders additional firepower. They must know how to effectively integrate the fires of these weapons with the fires of their organic weapons. See Supporting Weapons (Table 2) and Fire Support (Table 3).

Weapon	M2 (.50 cal)	MK 19	M 3 RAAWS
Weight (lbs)	84	76	22
Length (in)	66	43	42.6
Max Rng (m)	6765	2212	1000
Min Safe Rnge (m)	n/a	28	50 - HEAT
			500 - ILLUM
			250 - HE
			50 - SMK
			50 - TNG
Effective Rng (m)			
Area	1830	2212	
Point	1200	1500	
Stationary	n/a	n/a	700
Moving	n/a	n/a	250
Back Blast			60
Rates of Fire (rpm)			
Cyclic	500	375	
Rapid	40*	60	
Sustained	40*	40	6
Ammunition			
Type	BALL,AP,	HEDP,HE	HEAT,
	TRACER,	TP,	ILLUM,
	API, API-T,	BUCK SHOT	HE, SMK,
	INCEN,		TP, TNG
	BLANK		

Table 2. Supporting Weapons

CALIBER:	60-mm	81-mm	81-mm (im- proved)	120-mm	105-mm	155 -mm	155-mm
MODEL:	M224	M29A1	M252	M285	M119	M198	M109A6
MAX RANGE (HE)(m):	3,490	4,595	5,608	7,200	14,000	18,100	18,100
PLANNING RANGE (m):					11,500	14,600	14,600
PROJECTILE:	HE, WP, ILLUM,	HE, WP, ILLUM,	HE, WP, ILLUM, RP	HE, SMK, ILLUM,	HE M760 ILLUM, HEP-T, APICM, CHEM, RAP	HE, WP, ILLUM, SMK, CHEM, NUC, RAP, FASCAM, CPHD, AP/ DPICM	HE, WP, ILLUM, SMK, CHEM, NUC, RAP, FASCAM, CPHD, AP/ DPICM
MAX RATE OF FIRE:	30 RPM for 1 MIN	30 RPM FOR 1 MIN	30 RPM for 2 MIN	15 RPM for 3 MIN	6 RPM for 1 MIN	4 RPM for 1 MIN	4 RPM for 1 MIN
SUSTAINED RATE OF FIRE (rd/min):	20	8	15	5	3	2	2
MINIMUM RANGE (m):	70	70	83	180	DIRECT FIRE		
FUZES:	MO	PD, VT, TIME, DLY	PD, VT, TIME, DLY	MO	PD, VT, MTSQ, CP, MT, DLY	PD, VT, CP, MT, MTSQ, DLY	PD, VT, CP, MT, MTSQ, DLY
<p>LEGEND:</p> <p>AP - Armor Piercing APICM - Antipersonnel Improved Conventional Munitions CHEM - Chemical CP - Concrete Piercing CPHD - Copperhead DLY - Delay DPICM - Dual Purpose Improved Conventional Munitions FASCAM - Family of Scatterable Mines HE - High Explosive HEP-T - High Explosive Plastic Tracer ILLUM - Illumination MIN - Minute</p> <p>MO - Multioption - VT, PD, DLY MT - Mechanical Time MTSQ - Mechanical Time Super Quick NUC - Nuclear PD - Point Detonating RAP - Rocket Assisted Projectile RD - Round RP - Red Phosphorus RPM - Rounds per Minute SMK - Smoke TIME - Adjustable Time Delay VT - Variable Time WP - White Phosphorus</p>							

Table 2. Fire Support

CHAPTER 4 –TACTICS

SECTION I - Unit Leader Responsibilities (Maneuver Instructor Notes)

1. Patrol Leader Responsibilities

- a. Make the plan
- b. Unit rehearsals
- c. Final inspections
- d. Develop the timeline
- e. Assault element
- f. Moves after 1st squad
- g. OPORD PARA 2 and 3
- h. Mission accomplishment
- i. Salute report
- j. Actions on the objective
- k. Leader's Recon
- l. Designating % security

2. Assistant Patrol Leader Responsibilities

- a. Making it happen
- b. Special team rehearsals
- c. Initial inspection
- e. Enforcing timeline
- f. Support element
- g. OPORD PARA 4
- h. ACE report
- i. Consolidation and reorganization
- j. ORP activities
- k. Making security roster
- l. Accountability
- m. Maintenance
- n. Patrol base activities
- o. Stand-to
- p. Soldier care issues
- q. Packing list
- r. Correcting breaks in contact
- s. Noise and light discipline
- t. Coordination for movement

SECTION II - Patrolling
(FM 3-21.8 Pg 9-1 thru 9-4 MAR07)

Patrols are organizations, not missions, sent out by a larger unit to conduct a specific combat, reconnaissance or security mission. Their organization is temporary and specifically matched to the immediate task. Upon completion of that task, the patrol returns to friendly lines (the main body), reports to the commander and describes the events that took place, the status of the patrol's members and equipment and any observations.

1. Two Types of Patrols

- a. Combat (Raid, Ambush, Security)
- b. Reconnaissance (Area, Route, Zone, Point)

2. Initial Planning & Coordination/Considerations -Begin with TLP and an estimate of the situation. Identify required actions on the OBJ, backward plan to the departure from friendly lines, then forward to reentry. Consider:

- a. Changes or updates in the enemy situation.
- b. Best use of terrain for routes, RPs & patrol bases.
- c. Light and weather data.
- d. Changes in the friendly situation.
- e. Attachment of Soldiers with special skills or equipment.
- f. Use and location of landing or pickup zones.
- g. Fire support on the objective and along the route.
- h. Rehearsals (terrain should be similar to the OBJ).
- i. Special equipment and ammunition requirements.
- j. Transportation support.
- k. Signal plan (call signs, frequencies, code words, pyro).

A patrol is organized to perform specific tasks. It must secure itself, navigate accurately, identify and cross danger areas, reconnoiter the patrol objective, conduct detailed searches and deal with casualties and prisoners or detainees. As part of the planning process, the patrol leader identifies those tasks the patrol must perform and decides which of the patrol's elements will implement them. He should maintain squad and fire team integrity, with squads and fire teams often performing more than one task.

1. Common Patrol Organization

- Headquarters Element (PL, APL, RTO, FO, additional mission required patrol attachments)
- Aid and Litter Team(s)
- Enemy POW/Detainee Team(s)
- Surveillance Team(s)
- En Route Recorder
- Compass and Pace Man
- Assault Team(s)
- Support Team(s)
- Breach Team(s)
- Search Team(s)

2. Combat Patrols (FM 3-21.8 Pg 9-2 & 9-14 MAR07) -Provide security and harass, destroy or capture enemy troops, equipment or installations. When the commander gives a unit the mission to

send out a combat patrol, he intends for the patrol to make contact with the enemy and engage in close combat.

Three Types:

- Raid
- Ambush
- Security

Combat Patrol Structure

a. **Raid** (FM 3-21.8 Pg 9-7, 9-8, 9-10 MAR07; FM 3-21.10 pg 8-41 JUL06) - A surprise attack against a position or installation for a specific purpose other than seizing/holding terrain. Destroy a position or installation, destroy or capture enemy soldiers or equipment or free prisoners. Retain terrain long enough to accomplish the intent. Always end w/ planned withdrawal off the OBJ & return to main body.

Characteristics

- Destruction of key systems or facilities (ex. C2 nodes).
- Provide or deny critical information.
- Secure hostages or prisoners.
- Confuse the enemy or disrupt his plans.
- Conducted in enemy controlled territory, often against an enemy of equal or greater strength.

Successful Execution

- Unexpected time/place, limited visibility, movement over terrain the enemy thinks impassable.
- Avoiding detection through movement techniques, skillful camouflage and concealment.
- Timing the operation's phases as closely as possible.
- Using all available support (including special weapons)
- Focus full combat power at the decisive time and place.
- Disengage quickly upon mission completion.
- Withdraw along planned routes and include deception.

Planning Considerations

- Ensure the unit retains the element of surprise.
- Extraction/withdrawal plan developed and coordinated to ensure unit's survival executing raid.
- Fire support plan complex (depends on raid's depth).
- Requires more detailed intelligence of the objective.

Conduct a Raid (FM 3-21.10 Pg 8-43 JUL06; FM 3-21.8 Pg 9-10 MAR07) - The unit moves to the ORP, secures it and sends out a leaders' recon. Once the recon confirms the plan, teams move to their positions and isolate the OBJ. The patrol assaults the OBJ, completes the raid and reassembles at the ORP before tactically moving a safe distance away to recognize and disseminate information. The patrol then returns to friendly lines/the main body. **(See BYU POI)**

Objective Rally Point (FM 3-21.8 Pg 9-6 MAR07) - A point out of sight, sound and small-arms range of the objective area. It is normally located in the direction that the platoon plans to move after completing its actions on the objective. The ORP is tentative until the objective is pinpointed (see Figure). Actions at or from the ORP include—

- Issuing a final FRAGO.
- Disseminating info from recon if contact was not made.
- Making final preparations before continuing operations.
- Accounting for Soldiers & equip. after actions at the OBJ.
- Reestablishing CoC after actions at the OBJ.

Leader's Recon Patrol (FM 3-21.8 Pg 9-23, 28, 29 MAR07) - Reconnoiters the objective just before an attack or prior to sending elements forward to locations where they will support by fire. It confirms the condition of the objective, gives each subordinate leader a clear picture of the terrain where he will move, and identifies any part of the objective he must seize or suppress. The leader's reconnaissance patrol can consist of the unit commander or representative, the leaders of major subordinate elements, and (sometimes) security personnel and unit guides. It gets back to the main body as quickly as possible. The leader must accomplish three things during this reconnaissance: pin point the objective and establish surveillance (using short term vantage points and longer term observation points to conduct surveillance until the main body moves forward), identify a release point and follow-on linkup point (if required), and confirm the observation plan. The commander issues a five-point contingency (GOTWA):

- G Going - where is leader going?**
- O Others - what others are going w/ him?**
- T Time (duration) how long leader gone?**
- W What do we do if leader fails to return?**
- A Actions - what actions do the departing reconnaissance element and main body plan to take on contact?**

Raid Actions on the Objective (FM 3-21.10 Pg 8-40 JUL06 - Patrol Leader initiates with fires onto the objective from support and assault elements. Once the OBJ is suppressed the support team shifts/lifts its fire and the assault team conducts a rapid and violent assault through the OBJ. The following actions occur:

- Cross OBJ, Killing Enemy & Removing Weapons
- Teams Pull Back onto OBJ to Complete the Mission (ex. destroying equipment/installation)
- Patrol Teams Conduct Missions (simultaneously)
 - Aid & Litter
 - Search
 - Recorder
 - Demolition (charges set – not detonated)
- Pull off of OBJ (Demolition final step after last Soldier).

Raids are normally conducted on an objective that is a valuable asset to the enemy. The enemy has extra forces in position to react to any threat. The assault element must conduct a rapid and precise assault into and through the objective. The element must spend as little time as possible on the objective. Task organization should include only the personnel and teams who are essential to complete the assigned mission. This is particularly important during limited visibility, to reduce confusion and friendly casualties. To help ensure rapid and thorough mission accomplishment, the assault team's actions must be thoroughly rehearsed.

BYU Patrol Raid POI

Note: FM 3-21.8 outlines two defining characteristics of a raid:

- 1) a planned withdrawal, and**
- 2) limited objective**

Patrol Leaders, therefore, must plan a tactical retrograde off the objective, back through the ORP, to the Patrol Base/ LD.

Task Organization: Patrol

1st SQD (ME): Assault, Breach

2nd SQD (SE): Support, Security

Maneuver:

1st SQD: T: Assault and Breach

P: Destroy (Though the purpose may not always be to destroy)

2nd SQD: T: Support and Security

P: Support the Main Effort

Leader's Recon: The PL (who will be with the Assault Element), and one soldier from the Assault Squad for security (preferably a member of the primary Breach Team); the Support SL with one soldier from the Support Squad for security; two soldiers from whichever fireteam from the Support Squad has been assigned the task of securing the ORP and RP to secure the RP (if squads are heavy, meaning that there are enough soldiers in the fireteams to allow the team leader whose team is tasked with securing the RP to help secure the RP and provide for rear security during actions on, that TL ought to travel to the RP as well.)

So, to recap, for the Leader's Recon:

Assault: PL + one rifleman for security

Support: 2SL + one rifleman for security

RP: two soldiers (with their TL (2/BTL) as well if permitted)

Which leaves these leaders at the ORP:

APL

1SL

1/ ATL

1/ BTL

2/ ATL

(2/ BTL)

The Support Squad will initiate the attack, and must achieve overwhelming fires on the OBJ. The Support Squad will be composed of the APL, the SL, and one TL with their fireteam, which should also have the M249 taken from the fireteam tasked with securing the ORP and RP. The attack should be initiated with the most casualty-producing weapon the patrol has (claymore may or may not—but probably will not—be the most appropriate weapon to initiate, as it may not have the range, M240B, remember that we can't shoot an AT-4 at dismounted troops, but we can at any kind of structure including, but not limited to, vehicles, buildings, oil barrels, stacks of ammunition).

The Security Element will be composed of the TL and their team. The RP team should have the TL at that position, if numbers allow, in order to best provide rear security. No less than two soldiers ought to be left at the ORP for security, and no more than three soldiers ought to be at the RP for eyes on/ rear security.

Once the Support Element has initiated fire, the Assault Element will augment with fires of their own, accomplishing interlocking fires on the Objective. At the pre-determined trigger, the PL will send the Breach Team to breach any obstacles between the Assault Position and the Objective, if there are any. As the Breach Team moves forward to the breach point, the Assault Element must shift fires to keep from committing fratricide, while still engaging the objective. The Breach Team must breach the obstacle and mark it for the Assault Element to flow through. The Assault Squad will assault the objective by sending the first fireteam through the breachpoint IOT gain a foothold on the objective, and pass the second fireteam further into the objective IOT reach the decisive point. In this sense, the team that gains a foothold is supporting the Assault Squad's Main Effort. Once the Assault Element has won the objective, the PL conducts actions on the Objective, calls in a SALUTE report, and then tactically retrogrades off the objective, through the ORP, back to the PB/ LD.

b. **Deliberate Ambush** (FM 3-21.8 Pg 9-3 thru 9-22 MAR07) - Conducted against a specific target at a location chosen based on intelligence. Leaders plan and prepare based on detailed information that allows them to anticipate enemy actions and enemy locations. Detailed information includes:

- type and size of target
- organization or formation
- routes and direction of movement
- time the force will reach or pass certain points on its route
- weapons and equipment carried.

Three Elements:

- 1) **Assault** accomplish the mission during actions on the objective.
- 2) **Support** suppress or destroy enemy on the objective in support of the assault element.
- 3) **Security** assist in isolating the objective by preventing enemy from entering and leaving the objective area as well as by ensuring the patrol's withdrawal route remains open.

Scheme of maneuver: (See **BYU POI**)

- Troop Leading Procedures
- Departure from Friendly Lines
- Occupy Rally Points (initial, en route, objective, reentry, near/far side)
- Conduct Leader's Recon
- Occupy Site/Position Elements
- Conduct Ambush
- Report to Higher Headquarters

BYU Patrol Ambush POI

Note: FM 3-21.8 says that a “platoon is the smallest level to conduct an area ambush.” Therefore, patrols smaller than a platoon-sized element conduct point ambushes.

Task Organization: Patrol

1st SQD (ME): Assault

2nd SQD (SE): Support, Security

Maneuver:

1st SQD: T: Assault

P: Destroy

2nd SQD: T: Support and Security

P: Support the Main Effort

Leader’s Recon: The PL (who will be with the Assault Element), and one soldier from the Assault Squad for security; the Support SL with one soldier from the Support Squad for security; two soldiers from whichever fireteam from the Support Squad has been assigned the task of securing the ORP and RP to secure the RP (if squads are heavy, meaning that there are enough soldiers in the fireteams to allow the team leader whose team is tasked with securing the RP to help secure the RP and provide for rear security during actions on, that TL ought to travel to the RP as well; and one soldier from the Assault Element for the Assault’s flank security/ early warning, and one soldier from the Support Element for the Support’s flank security/ early warning.

So, to recap, for the Leader’s Recon:

Assault: PL + one rifleman for security

Support: 2SL + one rifleman for security

RP: two soldiers (with their TL as well if permitted)

Security: one soldier from each element for flank security

Which leaves these leaders at the ORP:

APL

1SL

1/ ATL

1/ BTL

2/ ATL

(2/ BTL)

The Assault Squad will initiate the ambush, and will conduct all actions on the objective, and will have the PL, the SL, and their entire squad. The ambush should be initiated with the most casualty-producing weapon the patrol has (claymore, M240B, remember that we can’t shoot an AT-4 at dismounted troops).

The Support Element will achieve overwhelming fires on the OBJ, and be composed of the APL, the SL, and one TL with their fireteam, which should also have the M249 from the fireteam tasked with securing the ORP and RP.

The Security Element will be composed of the TL and their team. The RP team should have the TL at that position, if numbers allow, in order to best provide security. No less than two soldiers ought to be left at the ORP for security, and no more than three soldiers ought to be at the RP for eyes on/ rear security.

3. Reconnaissance Patrols (FM 3-21.8 Pg 9-24, 25, 27, 28 MAR07)

- a. Three Fundamentals of Reconnaissance
 - 1) Gain Required Information (the patrol's decisive action)
 - 2) Avoid Detection (element organization is key)
 - 3) Employ Security Measures (use remaining Soldiers)
- b. Organizational Teams
 - 1) Security
 - 2) Reconnaissance
- c. Organizational Team Structures
 - 1) Recon elements separate from security elements. Used when security element is able to support recon element from one location. Requires recon objective to be clearly defined and the area to be fairly open.
 - 2) Recon elements & security elements combine into R&S teams. Used when the recon objective is not clearly defined or the teams are not mutually supporting and each reconnaissance potentially needs its own security force. Within each R&S team, recon is done by one or two individuals while the rest of the element provides security. Number of Soldiers in an R&S team varies depending on mission. Usually a fire team is required for adequate recon while still providing team security.
 - 3) R&S teams established with an additional, separate security element. The separate security element can also act as a reserve or as a quick reaction force.
- d. Planning Process
 - 1) Determine the reconnaissance objective, an information requirement (IR) that corresponds to the terrain and or enemy in a specific area, route, or zone - it may be designated by a control measure such as a named area of interest, checkpoint, objective, route, phase lines or boundaries
 - 2) Determine the observation plan that will enable the patrol to obtain the IR
 - 3) Determine tactical movement necessary to position the patrol to achieve the observation plan
- e. Types of Reconnaissance Patrols
 - 1) Area: obtain information about a certain location & its area (road junctions, hills, bridges, enemy positions). Location of the OBJ is shown by either grid coordinates or map overlay. Boundary line encircles the area.
 - 2) Zone: obtain information on all the enemy, terrain and routes within a specific zone. Zone defined by boundaries.
 - 3) Route: orients on a road, a narrow axis such as an infiltration lane or a general direction of attack. A platoon conducts a hasty route reconnaissance when there is too little time for a detailed route reconnaissance or when the mission requires less detailed information. Information sought in a hasty route reconnaissance is restricted to the type of route (limited or unlimited), obstacle limitations (maximum weight, height & width) and observed enemy.

Area Reconnaissance (FM 3-21.8 Pg 9-29 thru 9-31 MAR07) (See BYU POI)

- 1) Conducted to obtain information about a specified location and the area around it
- 2) Location may be given as a grid or an objective on an overlay
- 3) Patrol uses surveillance at OPs/vantage points around the objective from which to observe the objective and the surrounding area

-Multiple R&S teams allow for better observation of the objective from various locations, but increases the likelihood of enemy detection

4) Patrol leader considers these actions:

- PL may include a surveillance team in the recon of the objective from the ORP
- PL positions the team while on recon
- APL is responsible for security at ORP and positions other security teams as required on enemy avenues of approach in the objective area

5) If required PL positions other surveillance teams about objective. PL may move them on one route, positioning them as they move or may direct them to move along separate routes to assigned locations.

6) After observing objective for a specified time, all elements return to ORP and report their observations to PL and/or recorder. Once all information is collected, it is disseminated.

Consolidate and Reorganize (FM 3-21.8 Pg 7-10 MAR07; FM 3-21.10 Pg 4-10 JUL06)

1) Consolidate -organizing & strengthening a newly captured position so that it can be defended)

- a) Establish Security
 - 360-degree local security.
 - Use security patrols and observation posts/outposts.
 - Emplace early warning devices.
 - Establish and register final protective fires.
 - Seek out and eliminate all immediate enemy resistance.
- b) Automatic weapons (man/position/assign PDFs to Soldiers manning automatic weapons).
- c) Establish sectors of fire & direct fire control measures.
- d) Entrenchment (ex. digging/building fighting positions).

2) Reorganize - shifting internal resources w/n a degraded unit to increase combat effectiveness

- a) Reestablish the chain of command.
- b) Man key weapon systems.
- c) Maintain communications and reports, including:
 - Restore comms w/ any unit temporarily out of comms.
 - Send SITREP (at least mission accomplishment status).
 - Identify & request resupply of critical shortages.
- d) Resupply and redistribute ammunition & other supplies.
- c) Perform special team actions such as:
 - Consolidate and evacuate casualties, EPWs, enemy weapons, noncombatants/refugees and damaged equipment (not necessarily in the same location).
 - Treat and evacuate wounded personnel.
 - Evacuate friendly KIA.
 - Treat and process EPWs.
 - Segregate and safeguard noncombatants/refugees.
 - Search and mark positions to indicate cleared areas to other friendly forces.

BYU Patrol Area Recon POI

Task Organization: Patrol

1st SQD (ME): Recon and Security

2nd SQD (SE): Security

Maneuver:

1st SQD: T: Recon

P: Gather PIR

2nd SQD: T: Security

P: Support the Main Effort

Leader's Recon: The PL, (the Recon Alpha Team Leader,) and one soldier from RNS #1, the Recon Squad Leader and one soldier from RNS #2, the Release Point team, the Support Squad Leader and one soldier for the blocking/ overwatch position. The Assistant PL will stay back with the remaining leaders to prepare for the mission, to include: prepping weapon systems to include claymores, AT-4s, etc, reapplying camo, silencing equipment, and conducting radio checks. The leader's recon element will travel to the Release Point, where each element will then recon the routes and positions of their respective teams.

So, to recap, for the Leader's Recon:

RNS #1: PL + one rifleman

RNS #2: 1SL + one rifleman

RP: 1/ BTL + two riflemen

Security: 2SL + one rifleman

Which leaves these leaders at the ORP:

APL

1/ BTL

2/ ATL

2/ BTL

The Recon Squad will conduct all actions on the objective, to include securing the Release Point. This squad will form three separate teams: RNS #1, RNS #2, and the Release Point Team. Each RNS team is responsible for their own local security. The Patrol Leader (PL) and the Alpha Team Leader (ATL) will lead RNS #1; the Squad Leader (SL) will lead RNS #2, and the Bravo Team Leader (BTL) will take himself and two members from his team to secure the Release Point (RP).

The Security Squad will support the Recon Squad by securing the ORP and by setting up a blocking/ overwatch position to support the Recon Squad's movement and provide a base of fire to support their withdrawal should they become decisively engaged. The Alpha Team, along with the Support Squad Leader and the Assistant Patrol Leader (APL), will set up a blocking/ overwatch position to support the RNS teams. The Bravo Team, with the Bravo Team Leader (BTL) will secure the ORP. Note: the M249 from the Bravo Team should be attached to the Alpha Team to best support the RNS teams. The blocking/ overwatch team should not abandon their position until the RNS teams have closed back on the ORP.

Patrol Base (FM 3-21.10 Pg 5-20 thru 5-23, 8-49, 12-65, 66 JUL06)

A patrol base is a position set up when the patrol halts for an extended period in enemy territory (an unprotected place). The unit must take active and passive security measures. Occupation depends on the need for secrecy, but should not exceed 24 hours and the same location should not be occupied twice (returned to once vacated).

Purposes

- Rest/Eat
- Change of Mission Adjustments
- Maintenance
- Planning/Issuing Orders
- Base for Concurrent/Consecutive Missions
- Avoid Detection, Hide

Site Selection/Considerations

- Covered and concealed location off any avenues of approach that allows 360 degree defense.
- Ability to abandoned patrol base quickly into a movement technique and/or alternate site.
- Fighting positions can be reinforced & supported.
- Team/Squad in reserve to support perimeter.
- Mortars located in center - increases coverage.

Patrol Base Priorities of Work (FM 3-21.10 Pg 5-39 JUL06) - A set method of controlling the preparation and conduct of a defense. Unit TACSOP describes the priority of work including individual duties. The commander changes priorities based on the situation. Everyone must have a priority of work – leaders have a specific priority of work for their duty position. Several tasks are performed at the same time as required.

- Post 360 degree security.
- Establish the company R&S operation.
- Position Javelins/machine guns/Soldiers (sectors of fire).
- Position other assets (ex. CP/HQ and mortars).
- Designate FPLs and FPFs.
- Prepare range cards and sector sketches.
- Improve/Prepare fighting positions.
- Install wire communications, if applicable.
- Emplace obstacles and mines.
- Mark TRPs and direct fire-control measures.
- Establish sleep and rest plan.
- Reconnoiter movements.
- Adjust positions and control measures as required.
- Continue to improve positions.

Departure from Friendly Lines (FM 3-21.8 Pgs 9-5 thru 9-6 MAR07):

- a. Coordination with forward, adjacent and other patrolling unit leaders
 - (1) The platoon leader provides the forward unit leader with the unit identification, size of the patrol, departure and return times, and area of operation
 - (2) The forward unit leader provides the platoon leader with the following:
 - (a) Additional information on terrain just outside the friendly unit lines
 - (b) Known or suspected enemy positions in the near vicinity
 - (c) Likely enemy ambush sites

- (d) Latest enemy activity
- (e) Detailed information on friendly positions, obstacles, and OPs
- (f) Friendly unit fire plan
- (g) Support the unit can provide (fire support, litter teams, guides, communications, and reaction force)

b. Planning the departure of friendly lines (sequence of actions)

- (1) Making contact with friendly guides at the contact point
- (2) Moving to a coordinated initial rally point just inside friendly lines
- (3) Completing final coordination
- (4) Moving to and through the passage point
- (5) Establishing a security-listening halt beyond the friendly unit's final protective fires

Rally Points (FM 3-21.8 Pgs 9-6 thru 9-7 MAR07):

a. Selection/Characteristics of Rally Points (leader physically reconnoiters when possible, at least conducts a map reconnaissance):

- (1) Easy to recognize on the ground
- (2) Cover and concealment
- (3) Away from natural lines of drift
- (4) Defendable for short periods

b. Types of Rally Points

- (1) Initial Rally Point – inside friendly lines
- (2) En Route Rally Point – designated based on terrain, vegetation, visibility
- (3) Objective Rally Point – out of site/sound/small-arms range of objective; remains tentative until objective is pinpointed; normally located along the direction of travel planned for after patrol completes actions on the objective
- (4) Reentry Rally Point – out of site/sound/small-arms range of friendly unit through which patrol will return; outside of the final protective fires of that friendly unit
- (5) Near- and Far- Side Rally Points – on either side of a danger area; used by Soldiers if the patrol makes contact while crossing the danger area and control is lost; allows Soldiers to regroup, reestablish the chain of command and continue the mission

SECTION III – PRINCIPLES OF URBAN MOVEMENT

As published in: CALL Newsletter No. 03-4; May 03

1. **Security:** Just as with patrolling, operations in urban terrain require 360 degree security. Move importantly, you must take into account the 3-D aspect of the urban environment (i.e. sewers, rooftops, etc.)
2. **Coordinated Fires and Movement:** Individuals and fire teams must coordinate their fire and movement to maintain security, avoid fratricide, and provide mutual support.
3. **Communications:** As with any military operation, communications between maneuvering elements is vital. Units must be familiar with verbal, non-verbal, and radio communication procedures.
4. **Cover and Concealment:** Cover & concealment must be used whenever possible to protect and hide the movement and activities of the fire team. Consider using all 3 dimensions (sewers, upper floors, etc.). Remember, while smoke may conceal your movements it also shows the enemy your general location and also obstructs your view of the enemy.
5. **Speed:** Both unit and individual actions need to be practiced until they become second nature. Movement must be quick, but deliberate. When moving along a wall, stay at approximately 1 meter away from the wall as human tendency is to fire along the line of the wall.
6. **Momentum:** Continual movement of the assault force is the key to mission success. Halting action only gives the opposition time to regroup or react.
7. **Violence of Action:** Violence of action is essential to quickly neutralize an opposing element.

SECTION IV – REACT TO IED and UXO

REACT TO UNEXPLODED ORDNANCE (FM 3-21.10 Pgs G-13, G-14 JUL06)

Many areas, especially previous battlefields, might be littered with a wide variety of sensitive and deadly UXO. Soldiers need to follow these precautions on discovering a suspected UXO:

1. Do not move toward the UXO. Some types of ordnance have a magnetic or motion-sensitive fuse.
2. Never approach or pick up UXO even if identification is impossible from a distance. Observe the UXO with binoculars if available.
3. Send a UXO report to higher HQ . Use radios at least 100 meters away from the ordnance. Some UXO fuses might be set off by radio transmissions.

IED/UXO Report

Line 1. Date-Time Group (DTG): DTG Item was discovered.

Line 2. Reporting Activity (unit identification code (UIC) and location (grid of UXO).

Line 3. Contact Method: Radio frequency, call sign, point of contact (POC), and telephone number.

Line 4. Type of Ordinance: Dropped, projected, placed, or thrown. If known, give the size of the hazard area and number of items. Without touching, disturbing, or approaching (tripwire) the item, include details about size, shape, color and condition (intact or leaking).

Line 5. NBC Contamination: If present, be as specific as possible.

Line 6. Resources Threatened: Report any threatened equipment, facilities, or other assets.

Line 7. Impact on Mission: Provide a short description of your current tactical situation and how the presence of the UXO affects your status.

Line 8. Protective Measures: Describe any measures taken to protect personnel and equipment.

Line 9. Recommended Priority: Recommend a priority for response by EOD technicians or engineers.

- (1) Immediate: Stops unit's maneuver and mission capability or threatens critical assets vital to the mission.
- (2) Indirect: Slows the unit's maneuver and mission capability or threatens critical assets important to the mission.
- (3) Minor: Reduces the unit's maneuver and mission capability or threatens non-critical assets of value.
- (4) No Threat: Has little or no effect on the unit's capabilities or assets.

4. Mark the area with mine tape or other obvious material at a distance from the UXO to warn others of the danger. Proper markings will also help EOD personnel find the hazard in response to the UXO report.

5. Evacuate the area while carefully scanning for other hazards.

6. Take protective measures to reduce the hazard to personnel and equipment. Notify local people in the area.

REACT TO A POSSIBLE IMPROVISED EXPLOSIVE DEVICE (IED)
(TC 093-89D-01 CTT 093-401-5050 MAY04)

Condition: During military operations you encounter a —Possible Improvised Explosive Device (IED)l.

Standard: Properly establish initial exclusion area, security, and report —Possible Improvised Explosive Device (IED)l to Higher HQ with 100% accuracy.

Performance Steps

1. Establish minimum initial exclusion area of 300 meters around —Possible Improvised Explosive Device (IED)l.
2. Establish security:
 - a. Search secure area for possible secondary explosive device(s)/hazards, while maintaining security.
 - b. Identify potential enemy force observation/vantage points.
 - c. Seek all available manmade or natural frontal and overhead cover.
 - d. Avoid establishing a —reactionl pattern.
3. Forward information to Higher HQ using standard 9-line UXO Report.
4. Continue mission IAW Higher HQ guidance.

NINE LINE UXO / IED REPORT

Line	Activity	Details									
1	Date-time Group <i>When UXO / IED discovered</i>	Day	Hour	Month	Year	Unk					
2	Reporting unit / activity and UXO / IED Grid coordinates	Unit / Activity		Grid			Details				
3	Contact method <i>(How EOD team can contact the reporting unit / person)</i>	POC					Location				
		Phone		Name		Unit					
4	Discovering unit POC	Phone				Unit					
		MSE		DSN		Freq		Call sign			
5	Type of UXO	Unk	Dropped		Projected		Thrown		Placed		IED
			#	Fired	#	Fired	#	Fired	#	Fired	
				no yes		no yes		no yes		no yes	
6	Hazard caused by the item	Chemical Threat		Limits				Personnel			
		no	yes	Key route		Access		WIA	KIA	No	
7	Resources Threatened	Type									Unk
		Equipment		Facility		Install.		Others			
8	Impact on mission <i>(Your current situation and how the presence of the UXO / IED affects your status)</i>										
9	Protective measures <i>(Describe measures taken to protect personnel and equipment)</i>										

CHAPTER 5 – QUICK REFERENCES

SECTION I - FORCE SUSTAINMENT (FM 3-21.10 Ch 11 JUL06)

SOLDIER'S LOAD - Determining the soldier's load is a critical leader task. The soldier's load is always METT-TC dependent and must be closely monitored. Soldiers cannot afford to carry unnecessary equipment into the battle. Every contingency cannot be covered. The primary consideration is not how much a soldier can carry, but how much he can carry without impaired combat effectiveness.

1. **SUPPLY** - Policies and procedures are applied for supply requests and resupply operations. Force Sustainment operations are driven by the tactical setting for the infantry platoon. Resupply operations are planned in advance so as to not interfere with combat operations. The team leader and squad leader implement Force Sustainment by inspecting their soldiers for shortages and shortcomings in equipment and supplies. Once the squads have compiled their lists, they report their status to the platoon sergeant who in turn reports his status to the company XO. To standardize resupply operations, requests are submitted to the company XO for resupply.

- a) **Requests and Priority for Resupply.** Leaders must constantly assess the need for resupply, prioritize, and request as required.

2. **MAINTENANCE** - All weapons (daily or more frequently as needed) and equipment are cleaned by the user and inspected by squad leaders.

- a) **Priority for Cleaning and Maintenance.** The priority is mission and situational dependent but will normally be anti-armor, crew-served weapons, and individual weapons.

- b) **Stand-Down for Maintenance.** Stand-down occurs by having no more than 50 percent of the anti-armor and crew-served weapons at any time out of actions for maintenance. The rest of the squads' small-arms weapons will stand-down at no more than 33 percent at one time.

- c) **PMCS Requirements.** All weapons systems and equipment receive an operator's cleaning inspection.

- d) **Evacuation Responsibilities and Procedures.** Once the soldier completes the inspection of his weapons system, the squad leader verifies the work, and if a problem occurs, the squad leader fixes it or informs the platoon sergeant of the problem. The platoon sergeant then consolidates all of the maintenance requests, and informs the company XO during scheduled resupply. The XO evacuates the weapons and equipment to the battalion trains. The XO makes arrangement for a float from higher support.

3. **PERSONNEL**

- a) **Strength Reports.** The platoon's strength is reported at least twice daily on a secure net or land line from the platoon battle roster.

- b) **EPWs and Civilian Detainees.** All EPWs and civilians are handled IAW with the Law of Land Warfare.

SECTION II – LEADERSHIP DIMENSIONS

Part I - Attributes (What a Leader IS)

1. **Character** - A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences
 - a. **ARMY VALUES:**
 - (1) **LOYALTY (LO):** bears true faith and allegiance to the Constitution, Army, units and soldiers
 - (2) **DUTY (DU):** fulfills professional, legal and moral obligations
 - (3) **RESPECT (RE):** promotes dignity, consideration, fairness and EO
 - (4) **SELFLESS SERVICE (SS):** places Army priorities before self
 - (5) **HONOR (HO):** adheres to ARMY'S CODE OF VALUES
 - (6) **INTEGRITY (IT):** exhibits high personal moral standards
 - (7) **PERSONAL COURAGE (PC):** manifests physical and moral courage
 - b. **EMPATHY (EP):** The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions
 - c. **WARRIOR ETHOS (WE):** I will always place the mission first, I will never accept defeat, I will never quit, I will never leave a fallen comrade
2. **Presence** - The impression that a leader makes on others, which contributes to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions)
 - a. **Military Bearing (MB):** Projecting a commanding presence and professional image of authority
 - b. **Physically Fit (PF):** Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress
 - c. **Confident (CF):** Projects self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions
 - d. **Resilient (RS):** Showing a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus
3. **Intellectual Capacity** - The ability to draw on the mental tendencies and resources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities
 - a. **Mental Agility (MA):** Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation
 - b. **Sound Judgement (SJ):** Assesses situations and draws feasible conclusions; makes sound and timely decisions
 - c. **Innovation (IN):** Ability to introduce something new, is original in thoughts and ideas; creative
 - d. **Interpersonal Tact (IP):** Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you
 - e. **Domain Knowledge (DK):** Possessing facts, beliefs, and logistical assumptions in relevant areas; technical, tactical, cultural and geopolitical knowledge

Part II - Core Leader Competencies: Works to lead others; develops themselves, their subordinates, and organizations to achieve mission accomplishment

1. **Leads** - The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment
 - a. **Leads Others (LD):** Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives

- b. **Extends Influence beyond CoC (EI):** Uses indirect means to influence others outside normal chain of command involves diplomacy, negotiation, conflict resolution and mediation
 - c. **Leads by Example (LE):** Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character
 - d. **Communicates (CO):** Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques
2. **Develops** - Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care
- a. **Creates a Positive Environment (CP):** Creates a positive cultural and ethical environment
 - b. **Prepares Self (PS):** Self-study, self-development and becoming multiskilled; ensures they are prepared to lead
 - c. **Develops Others (DO):** Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile
3. **Achieves** - Sets objectives and focuses on mission accomplishment
- a. **Gets Results (GR):** Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment

SECTION III – LAND NAVIGATION

1. Back Azimuth
 - a. Greater than 180 degrees, subtract 180
 - b. Less than 180 degrees, add 180
2. G-M Angle Conversion
 - a. Westerly G-M Angle
 - (1) Grid to Magnetic - Add G-M Angle
 - (2) Magnetic to Grid - Subtract G-M Angle
 - b. Easterly G-M Angle
 - (1) Grid to Magnetic - Subtract G-M Angle
 - (2) Magnetic to Grid - Add G-M Angle
3. INTERSECTION: To Locate an Unknown Point
 - a. Orient Map Using Compass
 - b. Locate and Mark Your Position on the Map
 - c. Determine Magnetic Azimuth From Your Position to Unknown Point Using Compass
 - d. Convert the Magnetic Azimuth to a Grid Azimuth
 - e. Plot the Grid Azimuth From Your Position in the Direction of the Unknown Point
 - f. Move to a Second Known Position and Repeat Steps c, d, e.
 - g. The Unknown Point is Where the Lines Intersect on the Map
4. RESECTION: To Locate Your Own Position
 - a. Orient Map Using Compass
 - b. Locate two Known Points on the Ground and Mark Them on Your Map
 - c. Measure the Magnetic Azimuth to one of the Known Locations
 - d. Convert the Magnetic Azimuth to a Grid Azimuth
 - e. Convert the Grid Azimuth to a Back Azimuth
 - f. Use a Protractor to Plot the Azimuth and Draw a Line From the Known Point to Your Location
 - g. Repeat Steps c, d, e, f For the Second Known Point
 - h. Your Location is Where the Lines Cross

SECTION IV - Life Support Area (LSA) Overview at Warrior Forge

Barracks - Upon arrival at LDAC, cadets will be housed in WWII-era open-bay barracks. Each building accommodates up to 50 cadets. The limited number of latrines and showers in each building are augmented by separate shower buildings and chemical latrines in the barracks area. Most barracks also contain one washer and dryer, however these are intended only for occasional use. Cadets are expected to utilize the bulk laundry service provided. Cadets will stay in the barracks for the first four or five days of LDAC while they complete in-processing orientation, then occupy bivouac sites, assembly areas, and tactical training bases as they progress through the individual and unit training and tactical deployment phases. At the completion of the tactical phase, cadets will return to the barracks for the final seven or eight days of LDAC.

Bivouac (BIV) Sites - Bivouac sites are non-tactical sleeping areas with limited support facilities; usually only chemical latrines, water trailers, and trash dumpsters. Cadets will either construct individual poncho shelters or simply use sleeping bags with bivouac covers for nighttime shelter. Bivouac sites are utilized during Land Navigation, Cultural Awareness, and U.S. Weapons training.

Assembly Areas (AA) - Assembly areas are non-tactical semi-permanent military compounds. They contain sleeping tents (GP Medium tents with flooring and cots to accommodate up to 18 cadets), a command post with radio and telephone communications and electric power, a medical aid station, lighted mess/meeting tents, shower trailers, chemical latrines, personal hygiene stations, water trailers, and trash dumpsters. AAs are enclosed in a concertina wire perimeter fence and have exterior lighting. There are no lights in the sleeping tents however so cadets will need personal flashlights and or headlamps. Cadets will spend four nights in an assembly area during CBRN, Confidence 1, First Aid, and FLRC training.

Tactical Training Bases (TTB) - Tactical training bases are tactical (temporary) military compounds. The internal arrangement of the TTBs is similar to the AA with the same sustainment facilities. External differences include a perimeter wire mesh fence covered with sniper screening to prevent long-range observation of occupants, guard towers, and entry control points (ECPs) equipped with concertina wire and Hesco barriers and movable barricades. Cadets will occupy a tactical training base for six nights during the tactical phase of LDAC while conducting Squad Tactical Exercises (STX) and preparing for Patrolling. While in the TTB, cadets will conduct security operations to include manning the guard towers, operating the ECPs, and reacting to non-combatant and enemy activity.

Patrol Base (PB) - Patrol bases are temporary, usually clandestine, sites without facilities other than chemical latrines. Patrol bases are used by small units (squads and platoons) during tactical operations for maintenance, resupply, planning, and rest. Cadets will occupy patrol bases during Squad Maneuver training and during the Patrolling exercise in the tactical phase of LDAC.

SECTION V – TRAINING SAFETY

1. TRAINING SAFETY LIST

- a. Incorporate the buddy system into all training and other events. Ensure buddy teams understand the importance of individual safety overwatch. (e.g. recognition and first aid for heat/cold injuries)
- b. Designate safety officers to assist in the planning and execution of training.
- c. Use training SOPs that include the use of the Risk Assessment Management Program (RAMP). Continuously update them.
- d. Check appropriate qualifications for instructors, trainers, drivers, lifeguards, etc.
- e. Require special or preliminary training prior to engaging in medium or high risk training. (e.g. PMI)
- f. Establish/enforce appropriate uniform and equipment requirements and prohibitions
- g. Make known the dangers inherent in a training event (risks associated with terrain, off - limits areas, weather, animals, vegetation, water, vehicles, equipment, weapons, ammunition and pyrotechnics.)
- h. Make known the location and responsibilities of safety personnel
- i. Make known the location/use of safety equipment/materials.
- j. Make known the type of medical support, evacuation plans and medical facility to be used if evacuation is needed. Make known emergency radio frequencies/call-signs and telephone numbers.
- k. Conduct safety briefings for all participants prior to and during training as needed.
- l. Establish reporting procedures for unsafe acts/conditions and accidents.
- m. Integrate sensitive items (weapons, night vision equipment, COMSEC, etc.) in RAMP and incorporate appropriate operational and security safeguards.

2. HAZARD REPORTING

- a. All soldiers and cadets will correct identified hazards if they are capable of doing so without endangering themselves or others.
- b. Where soldiers and cadets cannot correct a hazard, they will report informally to their supervisors or to the regiment/committee Safety Coordinator. Such reports may also be submitted directly to the Warrior Forge Safety Office or other appropriate points with in the command.
- c. A formal method of reporting of unsafe or unhealthy working conditions is the completion of DA Form 4755 (Employee Report of Alleged Unsafe or Unhealthy Working Conditions). Normally reports will be signed. However, anonymous reports will be investigated in the same manner as those signed. Submission may be made directly to the Warrior Forge Safety Office or through supervisory and command channels.
- d. All hazard reports will be investigated, and the originator (if known) will be notified in writing within 10 working days of receipt of the report. Notification will include the results of the investigation or an interim response of actions taken or anticipated.
- e. If investigation determines that a hazardous condition does not exist, the reply to the soldier will include the basis for that determination and a point of contact for further explanation.
- f. Hazard Reporting Appeal Process. Appeals may be submitted through the Warrior Forge Safety Office.

SECTION VI - FIRE SUPPORT
(071-326-0510 STP 21-1 SMCT JUN09; FM 3-21.8 Pg 2-12 MAR07; FM 6-20-10 MAY96)

1. React to Indirect Fire While Dismounted (071-326-0510 STP 21-1 SMCT JUN09)

a. Conditions - You are a member (without leadership responsibilities) of a squad or team. You are either in a defensive position or moving on foot. You hear incoming rounds, shells exploding or passing overhead, or someone shouting "incoming."

b. Standards - React to each situation by shouting "Incoming!" Follow the leader's directions, if available, and then either take new or maintain existing cover.

c. Performance Steps -

- (1) Shout "Incoming!" in a loud, easily recognizable voice.
- (2) Look to your leader for additional instructions.
- (3) Remain in your defensive position (if appropriate), and make no unnecessary movements that could alert the enemy to your location.
- (4) Take cover outside the impact area (if you are in an exposed position or moving). Keep your body low if the leader is not in sight.

2. Call for Fire – a message prepared by an observer. It has all the information needed to deliver indirect fires on the target. Any soldier in the platoon can request indirect fire support by use of the call for fire. Calls for fire must include—

a. Observer identification and warning order: adjust fire, fire for effect, suppress, immediate suppression (target identification).

b. Target location methods: grid, polar, shift from a known point.

c. Target description. A brief description of the target using the acronym SNAP is given: Size/shape, Nature/nomenclature, Activity, Protective/posture.

3. Fire Support Planning

a. Targeting - During mission planning, the platoon leader makes adjustments to the company's indirect fire support plan. Possible targets include—

- (1) Known or suspected enemy locations not targeted by higher.
- (2) Dead space not covered by organic weapons.
- (3) Gaps between adjacent units not targeted by higher.
- (4) Likely mounted and dismounted avenues of approach and withdrawal.
- (5) Key terrain or obstacles not targeted by higher.

b. Fire Support in the Offense –

- (1) In front of/on the OBJ to support the platoon's approach, deployment & assault.
- (2) Beyond the OBJ to support the platoon's consolidation/reorganization after attack.
- (3) All known or suspected enemy positions.
- (4) Likely enemy withdrawal and counterattack routes.
- (5) Key terrain features throughout the platoon area of operations.
- (6) Smoke is planned to obscure the platoon's movement through/across danger areas.

c. Fire Support in the Defense –

- (1) All known or suspected enemy positions.
- (2) Along likely enemy avenues of approach.
- (3) In front of, on top of, and behind the platoon battle position.
- (4) An FPF is planned along the enemy's most dangerous avenue of approach.
- (5) Plan smoke to screen platoon's withdrawal to alternate/supplementary positions.
- (6) Plan Illumination BEHIND THE ENEMY, exposing them w/o exposing the PLT.

d. Indirect Fire Control – Platoon leader ensures the forward observer (FO) knows:

- (1) Target locations and descriptions.
- (2) The effects required or purpose of the target.
- (3) The priority of targets.
- (4) Target engagement criteria.
- (5) The method of engagement and control for the target.
- (6) The location of all TRPs, trigger lines, and any other fire control measure used by the platoon leader.

CALL FOR FIRE
(STEPS 1-3 ARE REQUIRED)

1 OBSERVER ID & WARNING ORDER

ADJUST FIRE
FIRE FOR EFFECT (FFE)
SUPPRESS (TGT #)
IMMEDIATE SUPPRESSION (GRID)

“ _____, this is _____. (ADJUST, FFE, SUPPRESS, etc) (GRID # or TGT #)”

2 TARGET LOCATION METHODS:

GRID- 6 DIGIT GRID/DIRECTION “ _____ ” (6 digits)

POLAR- DIRECTION, DISTANCE “ POLAR: _____, _____ ”

SHIFT FROM KNOWN POINT-
(OBS to TGT in MILS) “SFKP _____, (ADD/DROP) _____ (LEFT/RIGHT) _____”

3 TARGET DESCRIPTION (SNAP)

SIZE/SHAPE
NATURE/NOMENCLATURE
ACTIVITY
PROTECTION

4 METHOD OF ENGAGEMENT

DANGER CLOSE (Typical for LDAC distances from AA/ORP)
TYPE OF ADJUSTMENTS
TRAJECTORY, AMMUNITION TYPE (SMOKE, HE)
DISTRIBUTION (# of ROUNDS)

5 METHOD OF FIRE AND CONTROL

AT MY COMMAND “AT MY COMMAND.....FIRE”
TIME ON/TO TARGET “TIME ON TARGET _____ (# of mins)” / “ TIME to TGT...3-2-1...FIRE”
CONTINUOUS/ COORDINATED ILLUM
CEASE LOADING (fire whatever is still loaded)
CONTINUOUS FIRE/CHECK FIRING
REPEAT

6 REFINEMENT AND END OF MISSION

CORRECT, RECORD, REPORT
BATTLE DAMAGE ASSESSMENT

<u>GRID</u>	<u>TRP</u>	<u>DESCRIPTION</u>
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SECTION VII – Civilian on the Battlefield (COB) SOP

Doctrinal Application: Applying the smallest force doctrine to COB situations as a squad, one Fire Team (or COB special teams) should approach the civilian while one Fire Team provides overwatch.

- The Squad makes contact with at least one COB.
- **Isolate** the COB force from escape or reinforcement – surround, pull inside security, and pull outside security on the nearby area
- The Team Leader (TL) whose Fire Team makes primary contact with the COB force (the Team-in-Contact: TIC) contains the COB, while the Squad Leader (SL) organizes their elements.
- The SL emplaces the team-not-in-contact in a position that will provide overwatch, and provides detailed instructions in the case of either element taking direct fire contact, much like the “A” in the GOTWA:
 - What the Overwatch Team is to do if the TIC takes fire
 - What the TIC is to do if the TIC takes fire
 - What the Overwatch Team is to do if the Overwatch Team takes fire
 - What the TIC Team is to do if the Overwatch team takes fire
- The SL approaches the TIC, assigning the TIC TL and the Rifleman inner security on the COB force, and then assigning the Grenadier and SAW Gunner to perform outer security on the immediate area. Their sectors of fire ought to be supported and nested within the Overwatch Team’s sector of fire.
- The TIC TL and the Rifleman remain with the COB force and control them as appropriate while the SL makes their assignments.
- **Reduce** the threat from the civilian – remove their ability to harm with an immediate movement. If they are enemy, disarm them. If they are friendly, have them clear their weapon or sling it and hold up their hands.
- **Search** the civilian for weapons or explosives – have the civilian keep his hands in sight while a soldier checks for explosives.
- Throughout this process the SL makes no direct interaction with the COB force, allowing the TIC TL to contain the COB force until the SL has set the conditions for a successful engagement.
- Only once all the elements have been emplaced does the SL engage.
- **Build** rapport based on the desired relationship with the civilian – depending on relationship with civilian (they may be a partisan), let them assume readiness posture permitted by ROE and SOP (use common sense).

The SL must keep in mind the aggressiveness of their posture. There is no reason for the SL themselves to have their weapon at the ready when engaging with a COB whose threat has been reduced and who has been searched, all while the SL has one Fire Team in overwatch, two soldiers pulling outer security, and two pulling local security. The Fifth Principle of Patrolling: COMMON SENSE.

- **Communicate** with the civilian. Be respectful and listen intently. Don’t forget Army courtesies: use “Sir” and “Ma’am.” Maintaining a discreet overwatch element on the

individual provides the ability to immediately “force up” IF the situation requires a bit more persuasion.

3. Notes:

- This technique provides security, fire and maneuver, and subordinate leaders in both elements. The Team-in-contact with the civilian has the manpower to secure the civilian and the immediate area. The overwatch can provide far security on avenues of approach, nearby structures, or danger areas. If the squad receives direct fire or the civilian is shot, the squad is in a position to react to contact.
- Remember that there is in fact an enormous difference in terms of Strength between a COB with a water pistol, and a COB with their finger on a nuclear weapon. Similarly, the Squad Leader will need to assess if they indeed have a three-to-one advantage based on their Strength relative to that of the COB force. If the Squad Leader determines that they lack sufficient Strength to engage, they should immediately call their Platoon Leader and report, the same as they would in a direct fire engagement.
- Remember, the purpose is to gain compliance while maintaining security. Think specifically about what you want, and ask questions to determine what the civilian wants. Once something you can offer is wanted, strike a deal. Remember that you, the Squad Leader, are the LEADER and you are IN CHARGE of the situation.

SECTION VIII – 9 LINE MEDEVAC REQUEST

Line 1 - Location of the pick-up site. _____

Line 2 - Radio frequency, call sign, and suffix. _____, _____, _____

Line 3 - Number of patients by precedence: (alpha-numeric) _____

- | | |
|---------------------|-----------------|
| A - Urgent | D - Routine |
| B - Urgent Surgical | E - Convenience |
| C - Priority | |

Line 4 - Special equipment required: _____, _____, _____

- | | |
|-----------|--------------------------|
| A - None | C - Extraction equipment |
| B - Hoist | D - Ventilator |

Line 5 - Number of patients: (alpha-numeric) _____, _____

- A - Litter
- B - Ambulatory

Line 6 - Security at pick-up site: _____

- N - No enemy troops in area
 - P - Possible enemy troops in area (approach with caution)
 - E - Enemy troops in area (approach with caution)
 - X - Enemy troops in area (armed escort required)
- * in peacetime - number and types of wounds, injuries, and illnesses

Line 7 - Method of marking pick-up site: _____

- | | |
|------------------------|-----------|
| A - Panels | D - None |
| B - Pyrotechnic signal | E - Other |
| C - Smoke signal | |

Line 8 - Patient nationality and status: _____

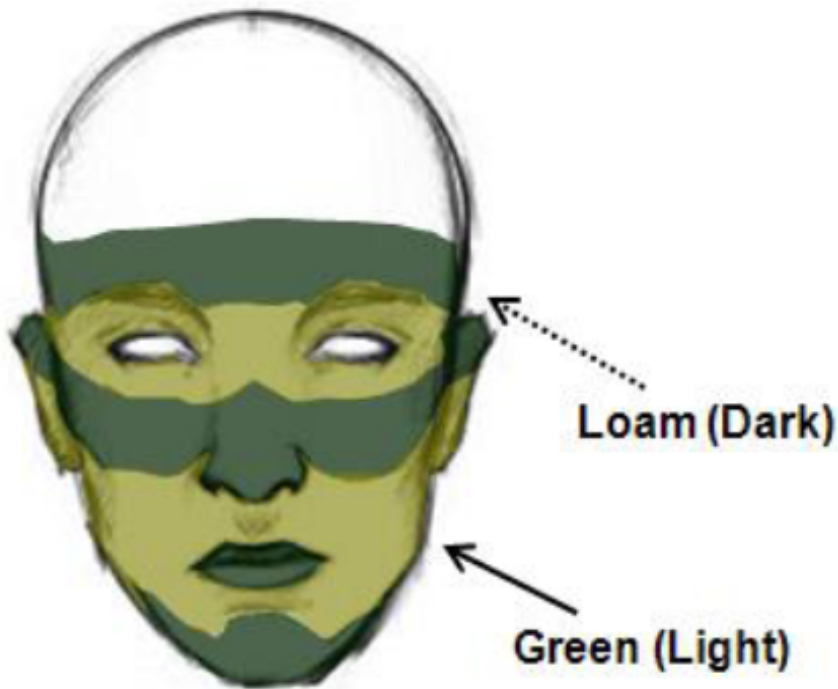
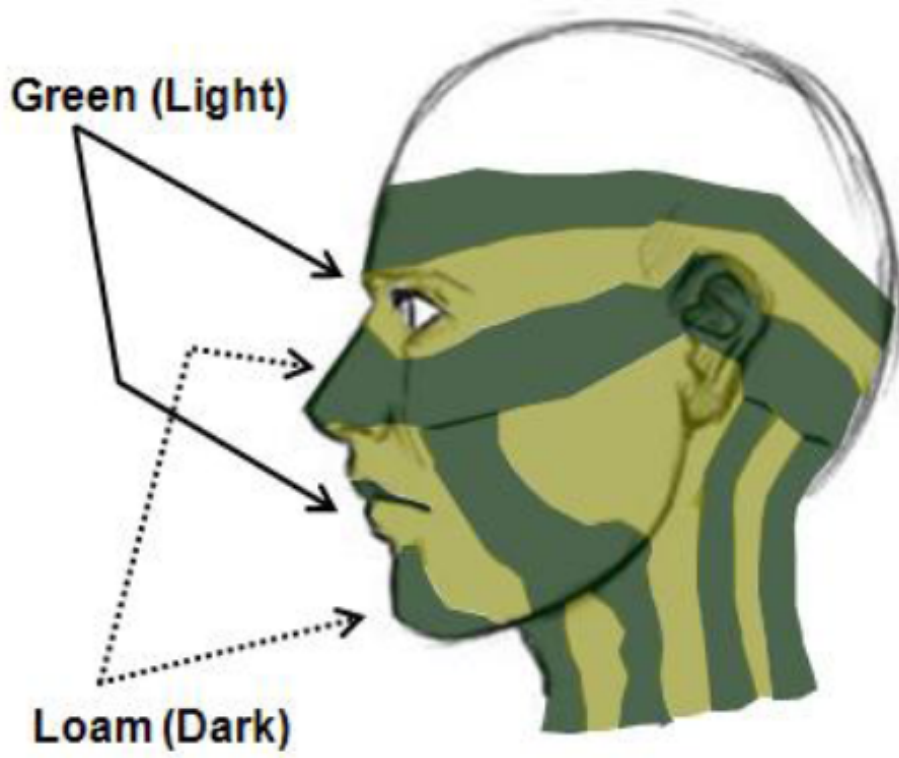
- | | |
|---------------------|---------------------|
| A - US Military | D - Non-US Civilian |
| B - US Civilian | E - EPW |
| C - Non-US Military | |

Line 9 - CBRN Contamination: _____

- C - Chemical
- B - Biological
- N - Nuclear
- R - Radiological
- NONE

* In peacetime - terrain description of pick-up site

**SECTION IX - FACE PAINT
(FM 20-3 AUG99)**



SECTION IX - FACE PAINT
(FM 20-3 AUG99)

- Exposed skin reflects light and may draw attention. Even very dark skin requires camouflage because natural oils, will reflect light. Paint sticks cover these oils and help blend skin with the background.
- Avoid using oils or insect repellent to soften the paint stick because doing so makes skin shiny and defeats the purpose of paint.
- Cadets applying paint should work in pairs and help each other. Self-application may leave gaps, such as behind ears and exposed skin on the neck.

Use the following technique:

- Paint high, shiny areas (forehead, cheekbones, nose, ears, chin) with a dark color.
- Paint low, shadow areas with a light color.
- Paint exposed skin (back of neck, arms, hands) with an irregular pattern.

SECTION X- MISC REFERENCES

Evaluate a casualty

1. Check for responsiveness
2. Check for breathing
3. Check for bleeding
4. Check for shock
5. Check for fractures
6. Check for burns
7. Check for head injury
8. Seek medical aid

The 5 S's -

Search
Segregate
Silence
Speed to the Rear
Safeguard

OCOKA

Observation and fields of fire
Cover and concealment
Obstacles
Key terrain
Avenues of approach

5 Point Contingency GOTWA

1. Going where
2. Others going with you
3. Time gone
4. What if leader does NOT return
5. Actions to take if unit / leader's receives contact

TLP's

1. Receive the mission
2. Issue a warning order
3. Make a tentative plan
4. Start necessary movement
5. Reconnoiter
6. Complete the plan
7. Issue OPORD
8. Supervise, Inspect, and Rehearse

Principles of War

Mass
Objective
Offensive
Surprise
Economy of Force
Maneuver
Unity of Command
Security
Simple

BYU CALL SIGNS

BC: Cowboy 6

XO: Cowboy 5

CSM: Cowboy 7

S3: Cowboy 3

OIC: Cowboy 9

CC: Delta 6 **XO:** Delta 5 **1SG:** Delta 7

1PL: Echo 6 **1PSG:** Echo 7

1 – 4 SL: Echo 1 – 4

2PL: Foxtrot 6 **2PSG:** Foxtrot 7

1 – 4 SL: Foxtrot 1 – 4

NOTES:

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NOTES