

The Reluctant Partisan Volume Two: The Underground

An Unconventional Approach to Surviving the Collapse of Society

by
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The Reluctant Partisan, Volume Two

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For my wife and daughters.

Also, for my son, who died this year past.

***“Cattle die, kinsmen die, I myself shall die as well;
But words of fame never die,
in the memories of our kin.”***

--The Havamal

And, finally, for my grandfather—warrior and mystic.

Patriarch of the clan, he refused to allow his great-grandson to dwell for long without a kinsman near.

***“To each one of us shall come in time, the end of life in the world;
let him who may, earn glory ere his death.
No better thing can brave warrior leave when he lies dead.”***

--Beowulf

*I am confident they reside today, in the hall of our ancestors. My son could
have no better tutor if the fates decreed that I should not fill the role.*

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Introduction
“Why Yes, Mr. Carville, it is!”

“Imagine a great metropolis covering hundreds of square miles. Once a vital component in a national economy, this sprawling urban environment is now a vast collection of blighted buildings, an immense petri dish of both ancient and new diseases, a territory where the rule of law has been replaced by near anarchy in which the only security available is attained through brute power. Yet this city would still be globally connected. It would possess at least a modicum of commercial linkages, and some of its inhabitants would have access to the world's most modern communication and computing technologies. It would, in effect, be a feral city.”

---Richard Norton, 2003

We are patriots. By definition, we love our country. We want to believe in our country's natural righteousness. We want to believe in the sanctity and effectiveness of the electoral processes established by our Founding Fathers, in the greatest, most inspired governing document that the world has ever seen. We want to believe that our republican, constitutional values of the natural rights of man, including the rule-of-law, and egalitarian justice, are adequate to lead American back from the precipice, to its rightful position of greatness.

It is important for us to understand however, that this notion of patriotism to a nation-state and its capital city, is a very recent phenomenon in the history of mankind. Certainly, the citizens of the Roman Republic felt loyalty to the “Eternal City,” viewing it as the pinnacle of human social, cultural, and political development, even as it degenerated into the spectacle of squalor of the imperial regime. A study of the historical record however, quickly disabuses us of the notion that even a small majority of the subjects of Roman rule shared this proto-patriotism. Any loyalty felt to Rome—outside of those born citizens, within the confines of the city itself—was a distance second to the loyalty they felt to their families, and the spiritual and physical extensions of their families that we call tribes.

Like the empire of Rome, the American empire has grown into a beast that the founders of the Republic never intended. Like the empire of Rome did, the hegemony of American imperial rule is rapidly reaching a terminal failure point. History plainly illustrates the life cycle of nations and empires, and an educated mind can see the parallels between the decline of the Roman empire and the accelerated decline of our own.

We may hope for a postponement of the inevitable, but the intelligent, natural man, who places his loyalty to family and tribe—kith and kin—cannot afford the cost of such masturbatory fantasy. We cannot place the fate of our futures, or the futures of our descendants, in the ephemeral hands of “hope.” We must look around us objectively and recognize the facts of what is happening, regardless of how discomfiting or discouraging it may seem. We owe it not just to our future, but to our ancestors

who gave us everything we have.

It's difficult to face. It's difficult to face squarely into the present and see the future. It's difficult to see that the land you grew up in, and were raised to love the very idea of; the land you were willing to travel to far away lands and risk death or dismemberment for, in the violence of its death throes. There are those of the Neo-Conservative, pseudo-patriotic fold, who will label me unpatriotic—a traitor even—for not blindly accepting the supposed immortality of the government of these United States. These people, secure in their programmed, blindly obedient childishness, ignore the reality of the world around them, seek fairy tale solutions, and ignore the fact that the citizen of Rome blindly accepted the fable of the immortality of their empire as well. My response to those people is simple.

You're a fucking retard.

The United States of America is dying. It's that simple. As you will see, if you do not already understand, there is simply no way to recover at this stage. What we CAN salvage however, is the idea of America—the idea of a bastion of justice, individual liberty, and the natural rights of man. The idea of America, that which made America great, can be saved. Whether it happens, or whether the Great Experiment—the test of genuine republican government as a guarantor of individual freedoms—is consigned to the trash heap of failed idealism, is up to us.

It is the responsibility of those of us who cherish the values laid out in that document, and who wish to bequeath those liberties to our progeny, to ensure that we maintain a safe haven where those values can survive, even as the country that once represented them to world dies. We must be strong enough—physically, mentally, and spiritually—to survive the chaos and fire of those death throes.

To develop that strength, we must first display the requisite moral character to stand up and look at both the present and the future, objectively. We need to be able to see what is happening, rather than what we want to happen, or what our cognitive biases tell us should be happening.

It's The Economy, Stupid!

War is an extension of politics by other means, according to 19th Century Prussian military theorist Carl Philipp Gottfried von Clausewitz, in his seminal classic of military thought, **Vom Kriege** (On War). All politics of course, are ultimately about money—the economy. In case you're somehow unaware, our economic system is a clusterfuck.

The Gross Domestic Product of a nation is the total sum of all material products and services produced within the borders of that nation. The 1912 GDP of the United States was \$94.8 million dollars—and the dollars were gold-backed still. They had an actual, redeemable value.

The GDP per capita is the average gross domestic product value of each resident. Was 3.07%, or roughly \$5200. Today, coming back from a low of -2.8% in 2009, it is a whopping 2.8%! That comes out to around \$55,000 per capita. That doesn't seem so bad, at least until you start to dig a little deeper and make some startling discoveries.

First of all, there is the factor of an invisible tax called inflation. Adjusted for inflation, \$5200 in 1912 would be worth \$126,829 today. The \$55,000 per capita GDP today? In 1912 dollars, it is worth a paltry \$2255. So, our GDP, when adjusted for inflation, is actually less than half of what it was in 1912.

This, from the nation that won two world wars, put men on the moon, MADE the automobile industry happen, and invented the motherfucking Internet!

Worse, the inflation differences actually do not even reflect the worst issue. In 1912, if you held a dollar in your hand, there was a pretty good chance it was actually a dollar. It was a piece of gold, struck into a coin by the US Mint. It was literally, worth its weight in gold. If you had a paper dollar bill, you could walk into any bank in the world and exchange it for a piece of gold. Today however, our money is no longer “redeemable in gold upon demand.”

On the contrary, today, the US dollar's worth is guaranteed only by “the full faith and credit of the United States government.” In itself, not necessarily all bad, except for the whole issue of—no one but an idiot has much faith in the United States government's ability to back the dollar these days.

According to the government itself, savings in this country have dropped consistently over the last six decades. As a percentage of annual income, savings have dropped from 12.1% in 1951, to 1.9% in 2009. Again, that doesn't look bad, until you start doing some basic arithmetic, and realize it is over 600%! The federal executive branch, in a report to Congress, tried to claim that taxes had nothing to do with the reduction in savings. They did this by comparing savings rates to the “maximum tax rate on capital gains increase.” That conveniently ignores the fact that we pay significantly more just capital gains taxes. We pay a lot more, including the hidden tax of artificial inflation when the Federal Reserve Bank starts adding zeros to the database, “creating” more money.

The GDP of the US today—as I write this—is \$16.8 trillion. That provides a per capita GDP of roughly \$53,000 as we discussed previously. That is the total sum of everything produced—material and intellectual products, and services—in this country in one year. The federal debt, on the other hand, is—at the moment I'm typing the rough draft--\$17,837,270,339,000. That breaks down to \$54,665 per capita, that each of us owes...somebody.

Yes, the federal debt is \$1 trillion more than the total production of value in the US annually. That is the equivalent of a guy who makes \$17,000 a year having accumulated \$18,000 in debt. Except, the government is still buying shit with their credit card!

According to the US Treasurer, the largest holder of US Treasury debt is the Federal Reserve Bank, a privately-owned corporation. The largest FOREIGN holder of US Treasury securities though, is the government of the People's Republic of China (PRC). Yes, the largest foreign organization to which we are financially indebted is a country who has openly declared its military and political enmity towards us!

The Treasury Department says that, as of November, 2013, the PRC held \$1.3 trillion in US securities. By July of 2014, that had dropped marginally to \$1.2 trillion. Japan is the second largest creditor, also has holdings of \$1.2 trillion. Belgium, in third place, holds a paltry \$352 billion.

That \$1.2 trillion that our government owes the PRC? That doesn't take into non-Treasury investments that the PRC has made in this country, ranging from businesses to real estate. It also doesn't account for the investments that “individual” Chinese have made, all of which are subject to confiscation by the totalitarian, communist government of the PRC, by fiat.



The problem is not the national debt. If that young man making \$17,000 a year, and \$18,000 in debt, moved back in with his folks, or enlisted in the military and lived in the barracks, and avoided blowing his paycheck on alcohol, video games, and strippers, he could easily pay off his entire debt in just a couple of years.

He wouldn't do that, of course. He'd do exactly what the federal government does. He'd go out and buy a used sports car, with 300,000 miles on the odometer, for 25% above the Blue Book value. He'd sign a note to pay 25% interest on top of that. Don't laugh. That shit happens all the time to young, dumb, junior enlisted guys who don't know how to handle money responsibly. That's the problem. The federal government has the fiscal discipline of a horny, eighteen year old adolescent male, with his first weekend pass.

The problem is not the national debt. The problem is the national deficit. The deficient is the difference between what we owe annually, and what we have available to pay that with. Currently, the federal government's budgeted deficit stands at \$1.087 trillion. That's over one trillion dollars that the government is going to spend, that WE DON'T HAVE...on top of the \$18 trillion that we already owe.

Worse, that doesn't even count the non-budgetary spending the government is obligated to pay out, in the form of "entitlements" such as Social Security, Medicare/Medicaid, and the other social welfare programs that the progressive-socialists have build into the fabric of our government over the years. The reality is, our annual deficit is considerably great than \$1.087 trillion. Total government spending for 2014 was actually in the vicinity of \$4 trillion. That's almost 25% of our gross domestic product, and is actually more than the government's income.

The total tax receipts—the TOTAL amount paid to the federal government in taxes—in 2013, was \$2.8 trillion. The government is spending at least half-again more than what it makes in income. This illustrates the shortcoming in my earlier example. See, the young man who owes \$18,000 in debt? He PRODUCES \$17,000 a year, but that is what he produces for his employer. His actual income? It would only be \$2800 a year. He's spending \$4000 a year.

This leads to two important questions. 1) Is it any wonder that he is so far in debt, he can't see the top

of the hole? 2) What kind of dumb ass lender would loan him more money? No money lending organization, who's lenders had even a 3rd grade mathematics education, would touch him.

The progressive-socialists of the world, communists in their souls, would simply say, "Tax the rich! They don't pay their fair share!" As I genuinely hope you realize, they would be completely fucking wrong, but when had that stopped them? Of the \$2.8 trillion in 2013 tax receipts, 57% was from individual and corporate income taxes, and 34% was from social security payroll taxes, with the remaining 9% from excise taxes, gift and estate taxes, and sundry government fees.

The average taxpayer making less than \$200,000 annually only pays 15% in federal income tax (that doesn't count all the state, social security, FICA, and other taxes of course). The so-called 1%? The average effective tax rate for individuals and corporations with annual incomes greater than \$200,000 is 30%. That's the EFFECTIVE tax rate. That's what they pay AFTER they take out all the deductions and shit. The nominal tax rate is actually higher than 30%.

Who Cares? We're the World Superpower!

There are people out there, on both the Left and the Right, who believe it doesn't matter how much the government spends on their personal pet projects. After all, we're the most powerful nation in the world. Hell, in the history of the world. If we run out of money, that's okay. We can just print more. If some little Third World dictator doesn't want to accept it, we'll just overthrow his government and install one that will. We'll MAKE them take our money!

Unfortunately for those jackasses, the reality is, we can't fight the entire world. You can only add zeros to the program, artificially inflating your money, for so long, before the other players in the game call your bluff. In a global economy, everyone is a player. From the smallest individual to the largest countries and corporations.

More than 50% of the manufactured goods purchased by Americans are produced overseas, and that percentage grows daily. Anyone who has the courage to step into a Wal-Mart these days is well aware that old Sam Walton's policy of "Made in the USA!" has long since gone the way of the Dodo bird, in the interest of the globalist agenda, and the shareholders' being able to sell goods that were produced for pennies on the dollar in other countries, like the PRC.

As Italian New Right author, Piero San Giorgio explains in **SURVIVE: The Economic Collapse**, three words explain this: blindness, greed, and arrogance.

"...by exporting jobs through off-shoring and outsourcing, business leaders and politicians have implicitly betrayed the confidence of their employees and constituents and trampled upon the social contract that cements a nation. In order for our current economic system to function at its peak—and to maximize the present to the detriment of the future, and the profits of a tiny number of privileged persons to the detriment of the rest of humanity—all logistical, political, moral, and cultural barriers had to be blown up. It became a fait accompli with the end of the Soviet Union. This is then the Indian and Chinese way of thinking changed, opening a source of cheap labor to the West. A process was quickly established for transferring Western jobs and industries to emerging countries. This globalization accelerated the dismantling of the industrial infrastructure that had enabled Europe and the US to dominate the world."

Apologists incorrectly label this as “capitalism” and point out that the purpose of a corporation is to make a profit for the shareholders. Unfortunately, THIS is not capitalism. This is protectionism, or “crony capitalism.” It is socialism for the rich and nothing more. It privatizes the profits of transnational corporations by off-shoring the production, and socializes the losses through state aid in the form of subsidies and taxpayer funding when the corporations lose money.

This aspect is largely unimportant to me. I'm a capitalist, but multinationals can shove an ICBM up their collective asses as far as I'm concerned. The problem I have is that globalization on this scale allows these internationalist corporations, controlled by a small oligarchy of the richest shareholders who possess majority control, to absolutely destroy, local, mom-and-pop businesses and artisans in local communities, through the economic warfare of below-cost prices. This is made possible solely through the economy of scale possible by production carried out in foreign countries where wages are fundamentally non-existent.

Why is this important? It sounds like I might be an anti-capitalist communist! Small shops are the warp-and-weave of the social fabric of small towns and communities. Even in large urban areas, they are the fabric of the small neighborhood communities that our cities used to be built around. Taking pride in a product that your community produces is a tie that strengthens the bonds of community.

Communitarianism is not communism. In fact, it's the exact opposite. Communism is the international “brotherhood” of the worker, under the thumb of the oligarchy of the Communist Party. Communitarianism is the opposite. Communitarianism is shopping at the mom-and-pop store, instead of Wal-Mart, even though the prices are a little higher. Communitarianism is being more worried about your next door neighbor than it is about some loser you've never even heard of, in a city a thousand miles away. Communitarianism is nationalism on the local level, and it is the key to survival.

If more than 50% of the manufactured goods purchased by Americans are imported from overseas, what happens when the US government tries to continue artificially inflating the dollar? Foreign countries and transnational corporations begin refusing to accept it. They lose faith in its value.

The US dollar has lost more than 90% of its value since the end of World War One. The final fate of the dollar is certain: when no one has faith in the US government, the fact that the dollar is backed solely by the “full faith and credit” of that government means that the dollar is worth exactly dick.

The problem is that the dollar has been the reserve currency of the world since the end of the Second World War. It has been the linchpin not just of our economy, but of the global economy. That means, despite the loss of value, it has demonstrated a remarkable staying power. People, corporations, and nations have simply been unable to consider refusing it in transactions.

In the face of the risk of catastrophic levels of hyperinflation however, other powers, ranging from nations to corporations, will be forced to turn down transactions in dollars. We've seen other emerging economic powerhouses like the BRIC (Brazil, Russia, India, China) nations discuss amongst themselves, moving off the US dollar as their reserve. If that happens, all of the transnational corporations that do business in those countries will no longer be able to use US dollars for business in those countries, even though they have to accept dollars in this country, at the consumer end. Prices will skyrocket.

The largest producer of cheap electronic consumer products in the US—the PRC—is considering moving away from the US dollar as its international trading currency. You think \$600 for smart phone is ridiculous? How about \$6000? It's not just smart phones however. Walk through your house and check the labels of anything electronic or electric. Toasters, kitchen appliances, fucking light bulbs...

The largest net producer of food for Americans is Mexico. Mexico has considered moving off the US dollar as its reserve international trading currency. Mexico isn't producing luxury foods like caviar and champagne. They're shipping fucking VEGETABLES! How many people are going to starve because the price of vegetables, either as vegetables or as base ingredients in other foodstuffs, are no longer affordable?

Continued inflation of the dollar will not work. There has to be another option. There is. It was an option beloved of the emperors of Rome, and its one that some would argue, we are experiencing today.

However immoral we may believe it to be, war is a proven method of overcoming the effects of economic problems. There are a lot of advantages to waging war for a government besieged by economic distress: it mobilizes economic fervor, it increases industrial production, it turns potential agitators who are capable of revolt, into soldiers for the “cause,” and—assuming you win—it allows you to seize the assets and resources of the enemy.

Your government is not getting involved in the fight against ISIS/ISL because it gives a shit about a bunch of Christian and Kurdish kids in Syria getting their heads chopped off. We let Saddam Hussein use poison gas on them. We're getting involved in the fight against ISIS/ISIL because they are threatening to the current government of Iraq, who sells us oil. Did we win the war in Iraq? Yes. However beleaguered it may be, we installed a friendly regime in Iraq that will sell us oil at a price we negotiate. That means, we won.

Was the war about oil? Or was it about WMD? Was it about revenge for Saddam Hussein trying to assassinate President George HW Bush? Yes.

If we continue picking on the little kids on the block, it doesn't matter that we wasted our lunch money playing craps behind the gym. We can just take their lunch money to eat with. We might tell our friends we feel bad that the little, poor kids don't get to eat lunch, but we'll be talking about it while we're eating a cheeseburger instead of a school lunch.

Fuck The Chinese

It is a popular myth in the preparedness world that the PRC is going to invade us in order to “get their money back.” This is nonsense, neo-conservative bullshit. The PRC is not to going to attack the US. I will repeat that, for the sake of record. THE PRC IS NOT GOING TO ATTACK THE US. They're not going to bomb us. They're certainly not going to conduct some airborne assault with parachute infantry forces. They're not even going to set off an EMP weapon.

The US is the cash cow that allows the PRC to reach their aspirations. We buy shitty products with built-in obsolescence, so that six months later, we buy the exact same, “new and improved” version of the exact same product, in a different color, all with a cute like “Made in China” sticker on it. We repeat this, over and over.

The People's Republic of China has a population of 1.35 billion people, as of 2013. In an article on the Forbes.com website, dated 20JUN14, financial writer Kenneth Rapoza, the number of Chinese millionaires (in US dollars, of course...) rose by 18% in 2013. That was a greater growth in millionaires than the international average of 14%. According to Forbes, there are at least 157 BILLIONAIRES in China. Those people want to continue getting richer, and the millionaires among the Chinese want to become billionaires. The PRC government is not going to shoot its cash cow.

Ignoring the fact that the US possesses the ability to send the Chinese back the Xia Dynasty, even using twisted, Asian logic, it doesn't make sense for the PRC to use violence as a weapon against the US. In light of their goals, there is no benefit in it for them. The goal of the PRC is to return the Middle Kingdom to its "rightful" place as the world's sole superpower. Letting us spend our way into oblivion, beyond our abilities, is a certain way for them to accomplish that. Buying up investments that allow them to control more and more of our economic power is an even better way of accomplishing that. Trying to attack us, and finding themselves bombed back to the Stone Age is not.

The Only Viable Solution

I've repeatedly stated to people, I do not possess some fortune-telling hat, passed down through the ages from Nostradamus. I'm not even a particularly smart person. I do not have degrees in finance, mathematics, economics, or political science. What I do have is a post-graduate degree in history, and a reasonable level of intelligence. I am certainly smart enough to agree with what people a whole lot smarter than me have concluded, when it makes sense to my knuckle-dragging, cavemen brain.

We will see continued inflation. The numbers geeks' answer to the financial crisis is always "it's just money, we'll make more." At the same time, in order to keep funding this adventure we call post-modern America, we'll keep bullying the little kids on the playground, so that we get to keep our seat at the cool kids' table. There's an awful lot of countries out there with oil and other resources that we'd like to get a cut of the profits from.

Inflation is unsustainable, and neither is bullying. Adding zeros reduces our purchasing power. Since the US no longer has a manufacturing base, to speak of, we HAVE to import. If our money is valueless, people will refuse to sell us products. Beating their ass won't work in the long term. It's no more sustainable than inflation is. It doesn't matter how big and scary you are. Eventually, people get tired of getting pushed around. When they get pissed off, they tell you to go fuck yourself...right after they sucker punch you in the back of the head, with a tire iron.

The only viable option is one we've already seen. It is the unavoidable reduction in government spending. We're seeing it at both the local and the federal level, as critical government services are no longer being serviced, in favor of pet projects, and those that will keep the unwashed masses sated with "panem et circenses."

At the local levels, we see entire neighborhoods of urban areas, where the police refuse to go. It's not because they're afraid, or because they don't care. It's because there is not enough funding to pay for enough cops to go around. The criminal element is emboldened as a result of unresponsiveness, and when the cops DO respond, they are outnumbered, out gunned, and out classed, so they don't go back twice, because getting killed for people who think you're a racist prick on a power trip is not in the cops' best interest. Even fire departments—who doesn't love firefighters—are not able to respond to calls in some neighborhoods, because of danger from snipers and lack of available personnel. Fires go

unfought because it is nowhere in a firefighter's job description to get his happy ass shot.

At the federal level, we see a trend of anti-veteran behavior that makes sense once you begin looking at the big picture, objectively. When I peruse Facebook, I see a lot of conservatives getting upset at the federal government reducing veterans' benefits. "We owe them!" I also see people surprised when the government labels veterans "potential domestic terrorists!"

My personal views on veterans' issues are irrelevant, but if you look at the big picture, this makes sense. The government HAS to reduce spending somewhere. According to a Gallup Poll published on Veterans' Day 2012, 13% of the population are veterans (the popularly cited 0.45% refers to combat arms veterans who have served in combat, in the GWOT). That is roughly the same percentage of the population as blacks (13.2% of Americans are black. This does not account of mulatto and other mixed-racial parentage though, many of whom self-identify as "black.") It's relatively safe to marginalize that small a percentage of the population, because unlike blacks, veterans don't have large percentages of the rest of the population who feel "guilty" about vilification.

Further, we've had forty years of social programming through the media, telling the American population that all veterans are PTSD-suffering, raping, baby-killers. The labeling as "potential domestic terrorists" is a continuation of this. Vilification of the one group of people most capable of responding to abuse violently doesn't make sense at an intuitive level. Until you consider that this demographic has already proven a willingness to suffer for the good of the nation, and is a small enough demographic, that they cannot vote their way out of problems.

We've also seen reductions in Social Security and lower-level federal employee cost-of-living raises. These two target groups are also relatively safe for the government to "pick on." Social security beneficiaries are typically old and/or ill, and federal employees, despite the lost potential revenue, have a vested interest in not rocking the boat too much.

Make no mistake, the only viable option to preventing a total economic collapse is continued reductions in government spending. As much as survivalists love to pontificate on the "coming economic" collapse, it's probably not going to happen any time soon—at least not in the way they imagine it. The government has done a pretty solid job so far, of keeping themselves afloat. There's no indication that this will change soon.

What we will see however, are continued losses of government service spending. Highway maintenance will take a back seat to "critical" spending like raises for Congress, as well as increased security for those public "servants." The FBI, DEA, and ATF will continue to receive exorbitant funding. The corrections arm of the Justice Department will continue receiving funding. After all, how else can we hope to curb the epidemic of violence represented by marijuana smokers and Tea Party advocates?

Reductions in service spending will come, including in the short-term future, reductions in food stamps and other social welfare programs. We'll see continued losses of spending on law enforcement and other emergency services spending. These will combine to create scenarios like those recently witnessed, in the winter of 2014, in mass protests and riots around the country, using the pretext of the shooting of Michael Brown and the death of Eric Garner, while in NYPD custody. As the riots continue, and increase in size and violence, and emergency services continue to be underfunded due to

budget cuts, things will continue to escalate.

Things are ugly, and they are going to get uglier. It's that simple. Millions of people are awakening to the fact that much of what they've been told their whole lives, is a complete load of shit. What happens when the riots shut down the roads? What happens when the stores that are looted and burned are not rebuilt and restocked, because the owners are tired of funding their own destruction?

It's not just the poor. The "social justice warriors" of young, middle-class white kids, raised by progressive-socialist parents, and conditioned in a progressive-socialist education system, are turning against the system. It's not progressive enough to suit them. They have to work to pay for college, since their college debt won't be forgiven. They want government services for the poor, but they also want the government to pay for their education, since it's only "fair." After all, they're only middle-class. The rich should pay "their share!" This encourages them to see the poor as "allies" in the struggle. The anger and rioting of the poor encourages these over-privileged little fuckers the courage to perform "bold" acts of rebellion, like tossing bags of feces at police cars, and throwing bricks through the windows of stores.

The progressive-socialist parents are equally outraged. The pensions they were promised are drying up, as the companies invest that money in repairing the damage caused by rioters and looters. They see that Social Security is drying up, and they feel cheated. "The government OWES me that money!" as a co-worker told me once, when I suggested that perhaps the answer was doing away with Social Security. They get angry when the police use pepper spray on their "precious, angelic, little child," aged 26. Never mind that the little fucker was throwing rocks at cops, after they arrested his girlfriend for throwing a Molotov cocktail through the windshield of a police car. The cops are a bunch of pigs, working to keep the people down, right? The fact is, the cops probably should have shot both of the hoodlums, and tossed the bodies in a fucking ditch to rot.

Rich or poor, too many in the preparedness culture are blinded by their own middle-class, white upbringing, to see the reality. Their conception is that it will be the "niggers" and "spics" doing the rioting, while all the good, honest, white people stay at home. They ignore the video footage from places like Ferguson, Missouri, and New York City, that clearly show large numbers of white "social justice" advocates interspersed with the crowds of darker faces.

Perhaps it's because I didn't grow up middle-class, but I know, from personal experience, that it is not just a black or brown issue. There are just as many lazy, white, poor, crackers living on the public dole. They feel no less justified as their brown and black counterparts, in accepting handouts from Uncle Sugar. They continue to vote Democrat, just like their granddaddy did, because that's where the handouts come from, and "them Democrats, they gonna keep the niggers away from our white gals!"

You want to see welfare dependency? Go spend some time driving the peckerwood, white-trash neighborhoods and communities in the backwoods of southern Appalachia. There are an awful lot of people out there—including in the survivalists and "three-percent" communities—who still consider themselves hardy, independent, self-reliant, mountain folk, just like their ancestors were, even as they sit around collecting welfare checks and drinking PBR. How can I say this? I'm related to some of those fucking people.

Coming Soon, To a Neighborhood Near You

I'm not suggesting that we will not continue seeing an increasing number of racially-motivated mass protests and riots. Claiming such a thing would be the result of either ignorance of reality, or it would be feel-good dishonesty as a result of politically correct appeasement for the mentally weak. I'm not ignorant, and I'm sure as shit not fucking politically correct.

What I am is a realist. I am suggesting that you not let yourself buy into the established power structure's racist control mechanism by believing that it is only the "darkies" who are robbing, raping, and pillaging. You might get lucky, and avoid getting shot, robbed, raped, beaten, or otherwise molested by a white gang, if you happen to be white. The historical picture indicates otherwise however. You might get lucky, but just like black, brown, and yellow gangs and mobs regularly prey on their "own" people, so do white people. Tribe is way deeper than skin color, and make no mistake, ad hoc tribes are the trend of the future in the danger of chaos.

What you're likely to see, as the chaos deepens, is working-class John and Jane Doe and their kids, jerked out of their cars when caught in inopportune locations by the mobs. They will be beaten, raped, and killed. People like you and I—folks who don't walk out of the bedroom in the morning without the means and will to resist—will fight back. Some of us will succeed in fighting our way free and we'll survive for the time being. Others amongst us will go down fighting.

As the man said, quantity has a quality all its own. In large part, the determination of who survives will be a matter of luck. Were you lucky enough to have a mob attack you that wasn't particularly dedicated. Were you lucky enough that you killed the ring leader right off the bat? Were you lucky enough to have help show up in time? Fortunately, in my experience, luck has a way of showing up when you've done the right kind of work and prepared yourself.

Perhaps it won't be you or I initially. Perhaps it will be our friends, or members of our families. When people we know end up dead or permanently scarred, do we cower in the corner? No. Then, the fight begins. The gloves come off. People who previously never considered carrying a gun, now decide that going to the grocery store without a fighting rifle close by, just doesn't make sense anymore. They'll decide they are willing to use it.

The problem with that is a practical one, not a moral one. Such actions, no matter how justified, will result in crackdowns by federal law enforcement. The young adult male of color, an "innocent kid," killed for no other reason than "racism" by the "evil, rich, white man with a gun," is a victim of bigotry and fear. It becomes a tool for more control of the population.

Rather than focusing on the criminal actions of assault and battery by a drug-using felon, it will be portrayed as simple racism. Making it about the content of their character, rather than the color of their skin does not fit the narrative. That cannot be used effectively to stoke the fires of racial animosity. So, the federals get called in to enforce civil rights, ignoring the constitutionally-protected civil rights of the citizen who are not felons.

Unfortunately for the cops in question, the idea that a guy—or a group of guys—who feel they have been forced to take up arms to protect their families, as a result of an inability on the part of law enforcement agencies to provide that protection, will suddenly roll over and show their belly, is farcical at best. We've already seen the impact of mismanagement of federal law enforcement operations. Outside of the socialist-progressives and the neo-conservatives, no American with a grain of sense

trusts federal law enforcement much. Who wants to trust a bunch of guys in black ninja costumes, with German submachine guns, telling them to turn in their guns, to protect the community?

This has been a large part of the root of the so-called “three-percent” movement. This is where the much-loved masturbatory fantasy of the crowd comes into play. The dream of the imposition of national martial law has fueled more political fund-raising, on both sides of the aisle than anything else. The Left keeps promising it to make everyone equal. The Right keeps promising it to keep the “damned foreigners” out! The fear of martial law has done more for the profit margins of gun companies and stores than any other factor in the last 30 years than any other single catalyst, beyond—possibly—the Red Scare during the waning years of the Cold War.

Everybody Wants A Revolution, Oh Yeah!

The theory goes that, when the cops start getting shot, they call in the military for pacification assistance. Here is an interesting, if disturbing, bit of information: the average Army or Marine infantryman serving in the last ten years, knows far more about post-modern urban pacification than any LEO in any metropolitan law enforcement agency in America today. If/when that happened, the theory goes, US cities will quickly devolve into the Balkan states' cities in the 1990s.

As the military, operating under the Northern Command (NORTHCOM) mandate, starts conducting traffic control points (TCP) and vehicle checkpoints (VCP) and high-value target raids (HVT) on those patriotic Americans trying to do nothing more than exercise their natural human right to protect their lives, families, and communities, then all bets are off, and the militias will be conducting their own raids and ambushes on fortified, protected installations, and getting into rural gunfights with government security forces.

That's the theory. There's a problem with it though. It's a load of utter, complete bullshit.

The US theoretically has just over 145 million citizens available for call-up. That is every male, aged 17-45, who has registered with the Selective Service, as well as female who are serving, or have served, in the military, but have not yet reached 45 years of age. Even by government accounting however, only about 120 million of those are considered “fit for service.”

That's a big number, but it's also complete and utter bullshit. How many people would actually show up, if they were called to put on a uniform to protect the state against their own countrymen? I'm not showing up. How many veterans would? We've done our “good deed,” like patriotic little Boy Scouts. We've seen how our ungrateful government repays us with a VA trying to kill us off and the benefits were promised being taken away (for the record, I've actually never availed myself of the VA's good graces). How many people who are not veterans would show up? The 120 million figure is complete and utter bullshit.

Somewhat more realistically, the US currently has around 2.25 million troops serving on active-duty and in the reserve components. According to one source, the US federal government has another 11,000 or so “paramilitaries.” This includes armed and armored federal law enforcement agents of the FBI, ATF, and DEA special missions units, as well as the CIA's “Special Activities Division” (SAD). That total equates to roughly seven personnel to every 1000 people in the general population, but not counting those considered in the census, such as illegal immigrants and those on temporary visas.

Of those personnel, many in the military will not willingly do much against fellow Americans. Sure, they'll go out, and under direct observation of their chain-of-command, they'll do their bit. There's not going to be any real effort put into their actions though—except in self-defense. I have it on good authority that, even among CIA SAD personnel, there are more than a few like-minded and supportive personnel.

Categorically, there is no way the US government can even begin to successfully impose martial law across the entire country, even if they pulled their collective heads out of their asses and brought home every American service member overseas. It is not going to happen.

On the other hand, the alternative course in this theory is that the government will use those troops and law enforcement agencies to establish control over the cities, creating “green zones,” just like they've done in Iraq and Afghanistan. This would allow them to place the cities under martial law, creating a safe haven. This would require crackdowns on riots, but it would also help facilitate the investigation of “murders” of “young people of color,” and criminals, with the use of violent, no-knock, no-warrant raids on “patriot malcontents.”

This—while I suppose possible—is not much more likely to be effective. According to the US Census Bureau, 80% of Americans live in urban areas. That is over 2.5 billion people. The ten largest cities in the country: New York, Los Angeles, Chicago, Houston, Philadelphia, Phoenix, San Antonio, San Diego, Dallas, and San Jose, have a combined population of over 25 million people.

In contrast, in 2011, the population of Baghdad was only 7.2 million, and we had a total of 176,000 Coalition Forces troops on the ground at the peak of the war effort, and could not control the populace. How many cities in the US have a population of 50,000, to be defined as urban? How many troops would it take to pacify those cities and turn them into “green zones?”

Get Out The Vote!

The fact is, for a return of the constitutional values to occur, change has to occur. We can complain about infringements of our rights, all we want. We can pin the blame on the progressive-socialists. That's intellectual fuckery though. We—as a culture—have let ourselves believe we did not need to work to protect our beliefs and our values. We were lazy. We allowed ourselves to believe that the Constitution's guarantees meant that no man could take those rights away. Even today, I hear “patriots” claim that the rights are unalienable and cannot be taken away.

This completely ignores the fact that the rights enumerated in the Constitution were enumerated there, specifically because the founding generation had just fought a fucking war to secure them. Those same “natural” rights, guaranteed as “God-given” under English Common Law, had not been available to the colonists under the rule of the English Crown! They may be “natural” rights. They may be granted by God. It doesn't matter.

You have a natural right to live. God gave you a life to live, right? The only way to keep that life however, if a bad guy points a gun at you, is to fight for it. You have exactly those rights that you are willing to fight for.

The fact is, we're not voting our way out of it. Not today, and not in ten years. We cannot vote our way out of it. Even putting aside the entrenched, institutional corruption of the electoral process in many

places, we're simply outnumbered by those who want free shit, and that's not going to change. In fact, it's only getting worse.

With the exception of minority religious demographics like Catholics and Mormons, middle-class American families with college educations currently have a birth rate of 1.6. The replacement rate for a population is 2.1. We're not even having enough children to replace ourselves, let alone to change the numbers. This is a result of a cultural bias, based on the philosophical idea that we should be able to support the children we have.

Unfortunately, the poor in this country, accustomed to receiving hand-outs, do not suffer from this cultural bias. They also apparently lack the intellectual prowess to recognize the causal relationship between large numbers of children and less income.

Unprotected sex = pregnancy = more children = increasing poverty

These people fuck their misery away, and they're not smart enough to put a fucking condom on. That's not a big deal though, because it's not like they have to pay for the kid. They're just creating one more future voter for hand-outs.

These people outnumber us. That's not going to change. You're not going to vote your way out of it.

That has led many in the preparedness movement—especially the “three-percent” crowd, to begin talking about armed insurrection, ranging from pitched battles with police and law enforcement, to assassination of political opponents. My educated guess is that most of those crying this the loudest have never been to war. Most may have never even been in a real fight for their lives.

This is the political equivalent of the poodle dog barking at the Rottweiler...right up until the Rottweiler turns around and takes a step towards the smaller dog. The “three-percent” movement is not even of marginal importance on the political scene. Whether seen as “whacky survivalists” or “crazy gun nuts,” the idea that a small demographic of fat guys, waving their guns in the air, as they talk about, “I still get to vote!” is ridiculous. When you start talking about armed insurrection and political assassination, normal people—rightly—look at you as either a plant, inserted to get them to do something illegal, or a fucking idiot. I don't think most of the “three-percent” crowd are plants. I think a lot of them are fucking idiots, who have never—regardless of their claims—experienced, or even witnessed, real violence.

Insurgency is defined in **Joint Field Manual 3-24 Counterinsurgency**, as “an organized movement aimed at the overthrow of a constituted government through the use of subversion and armed conflict...” In his 1972 book **Low-Intensity Operations**, British General Sir Frank Kitson wrote, “Subversion then, will be held to mean all illegal measures short of the use of armed force taken by one section of the people of a country to overthrow those governing the country at the time, or to force them to do thing which they do not want to do. Insurgency will be held to cover the use of armed force by a section of the people against the government for the purposes mentioned above.”

Communitarian Autarky

Armed insurrection is not the answer to increased liberty, prosperity, and a return of classical, constitutional, American values. Wars result in dead people, maimed people, and broken shit. Those

things may be a result of social collapse as well, but wishing them on our own neighborhoods and families is ridiculous. Fortunately, there is an alternative.

Autarky is a term, derived from the Greek αὐτάρκεια, that means “self-sufficiency.” Self-sufficiency of course, has long been a goal of survivalists that has been impugned as unachievable. As English poet John Donne said in 1624, “No man is an island.” Communitarian autarky is the idea that communities need to—and can—stand on their own.

According to the US Census Bureau, 80% of Americans live in cities with a population greater than 50,000 residents. In a grid-down/WROL scenario, including mass riots, lack of resources, and even martial law, the vast majority of “experts” both inside and outside of the preparedness culture, agree that large urban areas will become unsustainable.

In his 2014 book **The Knowledge: How to Rebuild Our World from Scratch**, Dr. Lewis Dartnell, a UK Space Agency Fellow, at the University of Leicester—and self-admittedly not a “prepper” at all—pointed out, *“in the immediate aftermath, the major problem with built-up areas will be the huge numbers of bodies of those who died in the catastrophe. With no organized service to remove and dispose of corpses in a sanitary way, not only will the stench of decay be unbearable for the first months, but the rot and decomposition will pose a severe health hazard. As with any disaster, transmissible diseases from contaminated water supplies will be a big concern.”*

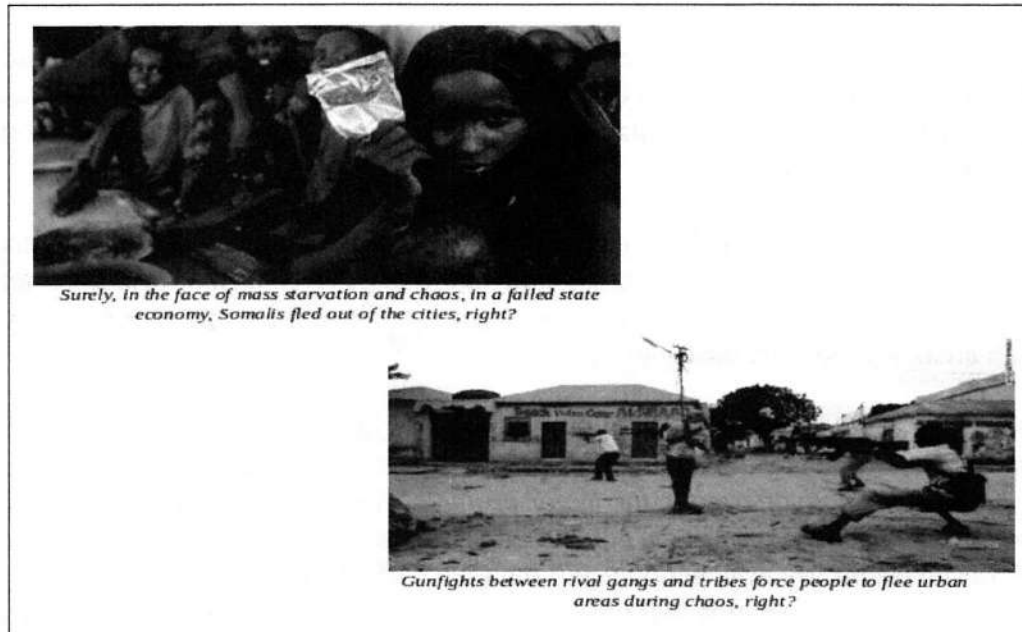
In many cities, as conditions continue to deteriorate with reduced funding and services, the environment itself will be a major source of death as the utilities and the grid decay. Major urban megalopolis' like Phoenix and Los Angeles are products solely of the modern convenience of cheap, petroleum-based energy. Those places are unsustainable in the numbers that currently reside there, without petroleum-based climate control. Washington, DC on the other hand, it should be remembered, was built in a fucking malarial swamp.

It doesn't matter if you believe in man-caused climate change, or if you don't believe in climate change at all. It doesn't matter if you believe in Peak Oil, or you believe that God is secretly pumping an everlasting supply of petroleum into the ground beneath our feet. It doesn't matter if those issues are real or not, regardless of what you believe. When the city maintenance guys don't show up—because they're not getting paid, or it's just too dangerous—and things stop working, cities built in unfriendly environments will become death traps in a hurry. The theory is, all those residents will flee to the countryside, unless they get trapped in grid-lock. The name of the game is, if you want to survive in an urban environment, you need to get out before things get bad. Bugging out is the name of the game.

There's only one major problem with this theory. Like so many in the preparedness culture, it's utter, complete bullshit, and it's demonstrably wrong. First of all, collapses don't happen overnight. Even in the case of a coup d'etat, society does not just shut down and go to Hell over night. Sure, life gets miserable for a while. Maybe quite a while. It doesn't generally get as miserable as trying to haul your fat, lazy, chain-smoking ass over hill and dale for three months, as you try to bug out to some obscure retreat location.

We have ample—recent—historical examples to prove this. In 1991, when the Barre regime collapsed in Somalia, people starved in Mogadishu, as the country reverted to tribalism, and warlords seized UN and NGO relief food shipments at gun point. Surely, the city should have collapsed, with people fleeing

to the countryside, where they had tribal relations?



The population of Mogadishu in 1989 was 500,000 people. In 1990, UN estimates put the population at 780,000. In 1993, at the worst of the crisis, when TF Ranger fought the infamous Battle of the Black Sea, estimates of the population ranged from 800,000-900,000 people. Today, the government of Somalia places population estimates between three and ten million people. The fact is, in times of chaos, people move TO the cities, not away from them.

People are adaptable. We are, as a result of our brain capacity and intellect, arguably the single most adaptable species on the planet. We adapt to our environment, and make it work for us. People do not flee to the countryside when things get difficult. Our communities can survive, wherever we are.

Of course, some will argue that Somalis are just a bunch of “ignorant Muslim niggers in Africa!” They argue that intelligent, inherently superior, white people in America are smarter. Surely, white people will flee. Let's look at recent history.

Sarajevo is the capital and largest city in Bosnia and Herzegovina. It is the leading social and cultural center of the Baltic region. It is famed as the only European city with a mosque, a Catholic church, an Eastern Orthodox church, and a synagogue, all in the same neighborhood. Most famously, from 1992 to 1996, Sarajevo suffered what any self-respecting survivalist would have to consider a TEOTWAWKI situation: it suffered the longest siege of a city in the history of modern warfare, for over 1400 days.

Despite the chaos and fire; the constant threat of death from snipers and bombardment, people did not abandon the city. People survived the entire siege without leaving the city. The population of the city's four districts, at the last official census, in 1991, was 361,735. Today, estimates place the population over 650,000.

People don't flee cities. When they do flee cities, they come back. As the collapse continues, the typical

survivalist solution of “head for the hills” is a bullshit, intellectually lazy cop-out answer. Some people live in cities because they have family members that need specialized medical attention that is not available out in the boonies. Others stay in the cities because that's where the jobs are. Telling someone with a six-figure income, in a professional field, that he should give it up, and go live in rural Idaho, doing manual labor for \$18,000 a year is not an intelligent, rational solution to his problem. Yes, he may know that things are getting bad. He may want to prepare his family to survive the increasing difficulties. That's fuck-all easier to do on \$100,000 a year than it is on \$18,000 a year.



Residents of Sarajevo collect firewood during the siege.



Even getting shot at by snipers during the longest military siege of a city in modern history didn't stop people from going “shopping.”

The thesis of this book is that you do not need to flee the city or suburbs to successfully survive the ongoing collapse, or to restore constitutional values and liberty. What we need is communitarian autarky. We need communities that can sustain and protect themselves, independent of the state, while teaching and reinforcing the values they hold sacred, to their young. Recent international trends in illicit trade, terrorism, and revolution against nation-state governments indicate that not only does this work, it is the most effective method of asserting independence. First though, we have to be able to survive.

Our communities are what will make this possible. Most of us, when we hear or read the word “community” think of the towns and neighborhoods we live in. A community however, is more simply—and broadly—defined. A community is a social unit of any size that shares common values. Although face-to-face physical communities are what think of first, in human communities, things like intent, beliefs, preferences, needs, risks, and a number of other defining issues may be the soul of the the community. These define the identity of community membership, and their cohesiveness.

The Country is Not Safer Than the City

It's a commonly held belief that life in the country is inherently safer, now and during a collapse, than life in the city. This is a bald-faced lie. Anyone who tells you this is either has no experience living in one of those places—which makes them ignorant—or is completely full of shit, and is trying to sell you

something—which makes them a lying a piece of shit.

We live in a country where the urban and rural interfaces are very closely intertwined. Contrary to the deluded mythology of rural retreaters and survivalists, the close ties between urban and rural areas today means that the estimates of initial die-offs, from disease and violence, ranging as high as 90% of the US population are not going to be confined to the urban populations.

We have violent criminals and criminal gang enterprises in rural areas. In fact, due to the smaller populations, anything they do creates a GREATER impact than what the criminal gangs in large urban areas do. We also tend to be more socially interconnected than urban dwellers are. We don't just pass strangers on the street and in our trucks, we stop and visit and shake hands.

Between those lost to violence, and those lost to a lack of available medical care, there is not some magical formula that says “country folk are more resilient in catastrophes.” Further, those of us who do live in rural areas still go to town. As the economy continues to decline, and businesses go under, this will actually increase, as small towns lose stores. Large corporations would rather you drive to the city than them have to pay to transport things to your small town where they barely cut a profit. We need the same urban survival skills that the urban dwellers do.

Becoming a Jedburgh

The skills we need to survive are the skills of the classical underground partisan. In a 1991 monograph for the US Army Command and General Staff College, at Fort Leavenworth, KS, entitled **Jedburgh Team Operations in Support of the 12th Army Group, August 1944**, S.J. Lewis described some of the training that Jedburgh agents underwent before being parachuted into occupied Europe.

“the sixty-two American NCO attended the SOE communications school at Henley-on-Thames. Like the officers however, they also underwent the ubiquitous psychological tests and practiced marksmanship, self-defense (taught by former members of the Shanghai Police), and physical training...LtCol Frank V. Spooner of the British Army established the Jedburgh training school at Milton Hall, a large estate four miles from Petersborough, England. Operational training for the Jedburghs began in February, 1944, emphasizing guerrilla warfare tactics and skills: demolitions, use of enemy weapons...agent circuit operations...intelligence...escape-and-evasion...counterespionage.... ambushes...security....the use of couriers...and hand-to-hand combat.”

That's a pretty solid description of many of the skills needed to survive in an urban environment. This volume of The Reluctant Partisan is intended to provide the skills and information you need, in order to survive in an urban environment, under increasingly desperate conditions. I will discuss the networking requirements to establish underground communities that can survive and thrive, even as the rest of society is imploding. We will discuss different functions of the traditional insurgency underground, and how those functions can be carried out in the communitarian autarky context to support survival and independence.

Why Bother?

As I pointed out in the beginning, because we are patriots, we love our country. We want to believe in the survival and recovery of our country, and the idea of everything collapsing around us can be disheartening, to put it mildly. Looking at things objectively however, we can see that, outside of drastic changes to the status quo, things are not going to get better.

The only way things will get better is if someone intentionally or otherwise, pushes the reset button. The United States of America is dying. There is nothing that you, I, or all of us together, can do to stop that. It's an unfortunate truth, but it is a truth. The country as we knew it is already gone, as anyone who looks around can see.

What can survive—indeed, has to survive—are the ideals and values that made America great. In order for that to happen however, some of us who hold those ideals need to survive the tumult. Being able to survive and function, passing on the values we hold—even if we are stuck in an urban area occupied by cannibalistic San Franciscans—instead of dying of sickness, disease, or the stupidity of trying to “go out in a blaze of glory,” is the only way to increase the odds of those values surviving. Community autarky—the survival of semi-autonomous communities who share those values, is what we need. The skills of the classical underground, even applied outside of an insurgent underground, are what will make that survival possible.

Welcome to the underground.

--*John Mosby*

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Chapter One **Be the Barbarian at the Gate!**

“As for the primitive, I hark back to it because we are still very primitive. How many thousands of years of culture, think you, have rubbed and polished at our raw edges? One probably; at the best, no more than two. And what takes us back to screaming savagery, when, gross of body and deed, we drank blood from the skulls of our enemies, and hailed as highest paradise the orgies and carnage of Valhalla.” —Jack London

There is a movement, within the survivalist/prepper/III% culture, to try and figure out ways to adopt the concept of Open Source warfare, or Fourth Generation warfare. It appears that to many, this seems like a way for fat, lazy people to effectively resist the efforts of those professional forces of violence that actually get off their asses and go train. The problem with this is a distinct misunderstanding of what unconventional warfare actually is.

People have been—unwittingly—brainwashed by the intellectual conceits of the modern nation-state concept. This has resulted in internalization of the image of the guerrilla fighter as a romanticized warrior created by artists, of either the dashing cavalier of the 18th and 19th centuries, or the high-tech supermen of modern special operations forces. This figure—whether the latest, technology-driven JSOC Jedi, or the noble horseman with saber in hand—would be most accurately labeled a “modern” guerrilla fighter, from the longer historical perspective. This is a guerrilla fighter who has been directly shaped by the organized, state-sponsored military that armed, equipped, trained, and/or opposed him.

While this is obviously valid on some levels, it is a far cry from what is erroneously labeled the “4th Generation Warfare (4GW)” guerrilla. More accurately labeled the “classical” or “tribal” guerrilla, this type of local fighter has existed far longer than civilized society, or the conventional military forces that civilization endorses as “regular” or “conventional.”

The type of conflict that modern military thinkers call “unconventional” is far older than so-called “conventional” warfare, despite the overwhelming hubris of modern, technology-driven, western military delusions. The idea that 4GW is somehow new or novel is a belief created by the formal military educational system that views anything not understood by the established, state-endorsed view of “proper” warfare as being “irregular” or “irrelevant.” The average citizen-survivalist should not feel bad for this misconception. Even his professionally-educated, uniformed counterparts—including many within the Special Forces Regiment—suffer from this institutional conceit.

At it's most basic, 4GW theoreticians explain that warfare has evolved through four intellectual generations:

- The era of massed formations, such as the phalanx of Ancient Greek. This was the era of close-

contact weapons like swords, shields, axes, and polearms. In this era, victory was often decided by sheer numbers and discipline in the face of danger.

- This was followed by the era of massed firepower. This ranged from the English longbow archers and Genoese arquebusiers of the Middle Ages, to the Napoleonic-era formations of musket and bayonet. While this era allowed for greater mobility, due to the range afforded by the projectile-weapons, victory in this era still largely relied on sheer numbers and discipline in the face of danger. It required men who would stand on line, and continue fighting, even as they saw the man next to him lose his head—sometimes quite literally—as a cannonball smashed into him.
- The era of maneuver warfare came next. This was characterized by increasing mechanization, and the subsequent use of smaller, more mobile elements. This allowed them to leverage greater mobility and smaller, but more lethal weapons, to outmaneuver an opponent's defensive actions.
- The “post-modern” fourth generation is explained as being a case of non-state actors using networks in the political, social, military, and economic spheres, to convince a power enemy that their strategic goals cannot be achieved without an unbearably high cost. It could be seen as “grass-roots” insurgency, if you will.

Arguably the leading voice of contemporary 4GW theory, former USAF special operations officer John Robb cites numerous valid reasons for the returning prevalence of what he mistakenly refers to as “4GW.” These include the loss of organized nation-state monopolies on violence, the rise in cultural, ethnic, and religious conflict as a result of a reduction in the influence that nation-state governments can exert on their populations, both of which are a result of the globalization of industry and communications. This on-going globalization has made the tools and weapons of unconventional warfare more readily available to non-state actors. Robb describes some of the tools that characterize this “new” method of warfare.

- The use of primitive tactics, techniques, and procedures (TTP), and ad hoc improvisation allow the insurgent to overcome an enemy's technological superiority. This undermines the very strength that the state actor relies on. An example of this is the use of hand-written messages, delivered by couriers, instead of radios or cell phones. This allows the insurgent to avoid electronic eavesdropping and tracing of the satellite-based technology of the state.
- Asymmetric operations, such as using IED to target risk-averse American military forces, exploits the weakness prevalent in the modern American military of avoiding the inherent risk of toe-to-toe, shoot-em-in-the-face gunfights. This creates the weakness however, since blowing up an MRAP is not particularly more difficult than blowing up a Toyota Prius. It just requires a bigger boom.
- Finally, Mr. Robb points to the use of rear area operations targeting the infrastructure of the enemy's civil society, rather than engaging in stand-up, knock-down, drag-out fights with the enemy state's security forces. 11 September 2001 is an obvious example of this.

While there are definitely some valuable lessons for the underground partisan to learn, there is a major flaw that **MUST** be addressed. That is the idea that 4GW is somehow new. This is absolutely, positively, fundamentally flawed. We just have to look at history, without the filters of a state-sponsored military educational bias, to understand this.

Once we move past the hubris of cultural intellectual bias, and look at history objectively, we see that

fourth-generation warfare is more accurately described as “non-generational warfare.” The differences that DO exist between the classical tribal partisan fighter going back to prehistory, and the 4GW guerrilla of today are nothing more than results of technology. It is a matter of leveraging technology to act as a force multiplier.

While the modern actor has access to a global media and Internet communications network for the dissemination of TTP, the fundamental strategy and tactics of “non-generational warfare”—ambushes, raids, sabotage, and assassination—have never changed, at all. Yes, the post-modern partisan has access to explosives, automatic weapons, night vision devices, and electronic communications that his forebears could only masturbate at the thought of. These are still just force multipliers. They are useless without the underlying, prehistoric principles of “irregular” warfare.

The supposedly increasing pervasiveness of “irregular” warfare, due to the waning influence of the organized nation-state, is neither new nor valid. While it seems so to the academic who cannot move past his own cultural biases, to grasp the historical youth of the entire nation-state concept, irregular warfare is older than civilization. Even throughout the short lifespan of the nation-state concept however, irregular warfare has survived, both adjacent to, and completely independent of, the formal military organizations of the state.

The modern nation-state concept has really only existed since the Treaty of Westphalia, of 1648. This treaty ended the Thirty Years War, and the Eighty Years War, resulting in Spain's recognition of a sovereign Dutch nation. While the Thirty Years war did not end internecine violence in Europe, it did create a recognition of the concept of national sovereignty and self-determination. Most of what we know of modern political organizations and conventional military science, is a result of the Westphalian Treaty, for better or for worse. It led to the supremacy of the state, but only in places where the populace recognized the state anyway.

Technological advances may make it easier for the non-state actor to attack the weaknesses of the enemy, but throughout history—and prehistory—the irregular force has repeatedly demonstrated a greater willingness to leverage new technology than his formal military counterparts. We can see an example of this in the English yeomanry electing to use the long bow, even as the flower of chivalry—the formal military of its time—declared it to be criminally uncouth. The little man—less interested in adhering to the “customs of war” than his noble, professional counterpart, that he was in surviving to go home to momma—elected to use a technological edge to his advantage. It is the technology that has changed, not the fundamental principle of leveraging that technology against enemy weaknesses.

Like both the modern and the post-modern guerrilla, the tribal guerrilla has always used hit-and-run methods, choosing the survival benefit of running away from a stronger enemy, to live and fight another day, unless the fight can be clearly leveraged towards his own advantage. Many psychologists and revisionist historians, stuck in their academic ivory tower of unreality, cling to the feel-good, New Age humanist, nonsense that “people are inherently good and peaceful,” and teach that tribal battles were and are, largely ceremonial affairs that involve little bloodshed and killing. Both real-world experience and the archaeological record clearly illustrate that this is utterly bullshit. The idea behind this view is that animal species—including *homo homo sapiens*—possess an inherent natural aversion to intra-species killing. These morons hold up anthropological reports of largely ceremonial, ritualistic “battles” between modern tribal groups as proof of their beliefs.

The problem with this view is that “battles” are not the sort of fight that a guerrilla—of any generation

or culture—chooses to fight. Instead, the tribal warrior of old, like his more recent descendants, was more inclined to sneak into a village in the middle of the night and kill the enemies in their sleep. Burning the village down around the decapitated, emasculated corpses of his rivals is seen as “barbaric” and “primitive” by the modern, state-sponsored guerrilla, but for the traditional, tribal warrior and his 4GW counterpart, this is part of the psychological operations (PSYOP) of terrorizing the enemy into acceptance of the guerrilla's will.

In either case, fleeing back into the darkness before the victims' friends and relatives in neighboring villages can mount an effective counterattack is no different for the modern special operations unit taking down a Al Qaeda safe house than it was for our tribal ancestors, in 300BC.

The idea that there is some sort of “natural” human instinct for civilized restraint on the behavior and battlefield conduct of the partisan is cultural conceit of the most arrogant type. It holds neither historical nor archaeological relevance. In a tribal conflict—which it is important to understand, is how the jihadists of the world see the GWOT—quarter is seldom given or expected. Just as a modern US soldier captured by a 4GW ISIL/ISIS fighter can expect to be beheaded, sodomized, or both, a captured tribesman throughout history and prehistory could look forward to being burned, castrated, beheaded, and then either killed or sold into slavery, unless he was eaten first.

His women would be raped and then killed or sold into slavery. His children would have their skulls crushed against a pole or tree, unless they were old enough to be usefully sold into slavery, or adopted into the conquering tribe. Villages would be razed, crops destroyed, and livestock either destroyed or stolen. While, in the arrogance of our drive to project our own world view universally, we naively expect the tribal guerrilla to be constrained by western cultural values and morality, the use of this type of terror tactics by the classical partisan sheds further light on the concept that the use of terror by 4GW fighters is in fact, not new at all.

“The only fair fight is the fight you win,” is a classical mantra of fighters. Too often though, when we as westerners verbalize that mantra, our own hubris doesn't recognize the very rules we constrain ourselves under, in order to unconsciously create a fairer fight. For the partisan, we have to stop looking at violence as a fight. Warfare is not an extension of politics by any other means. It is simple survival. One of my favorite professional reading recommendations is Dr. Lawrence Keeley's 1996 thesis, **War Before Civilization**. In this now-classic treatise, Dr. Keeley points out that tribal societies engaged in inter-tribal conflict suffered an average of one-half of one-percentage point of total population annually, in directly conflict related deaths. With the current population of the United States sitting at 316.1 million people, that equates to almost 1.6 million deaths per year. That's more dead people, in one year, than all American combat deaths since 1775 (approximately 1,319,931, according to website militaryfactory.com)! The partisan fighter really has no interest in playing by the opponent's rules—if the enemy is even dumb enough to have rules. He is interested in surviving and winning.

What we, as a modern, “civilized” people perceive as 4GW would more accurately be described as “first generation warfare.” It is far older than any other form of group conflict. In fact, it would be even more accurate to label it “non-generational” warfare, since it never really ceased to exist at all, other than in the collective imagination of people too arrogant—or ignorant—to recognize that the very nation-state concept is incompatible with human nature itself.

It was the advent of agriculture—and more specifically horticulture—around 10,000 years ago that provided two important factors that led to the formation of both the modern nation-state and the formal

military organizations sponsored by those states. The first of these was that agriculture provided the means to produce and store quantities of excess food. This, in turn, provided both the ability to sustain a trained, disciplined, professional standing army, as well as the ability of powerful chieftains and feudal lords to extort taxation of their subjects, in the form of this food surplus, to both feed their warriors, and to tax the producers, creating a way to increase their own wealth. This is where the concept that “wealth is power” came from. The king or chief who has control over the local agriculture has the power to create armies. He can feed them, and he can sell the agriculture products in order to equip those armies.

Both before and after the advent of agriculture, throughout the vast majority of our species' spectacularly bloody existence on this planet, the vast majority of inter-group conflicts have not been contested by well-equipped, uniformed soldiers of conventional, organized military forces. On the contrary, most wars, rivalries, and grudges have been hacked out by small bands of haphazardly armed, ill-disciplined, poorly trained—by modern western military definitions—friends and neighbors banding together to protect their turf, or to take over a rival neighbor's turf. What we define as “conventional” and “unconventional” in conflict is a gross reversal of historical and prehistorical fact. Attaching the label of 4GW to methods that have existed since before the dawn of time is ignorance.

The Underground in Open-Source Warfare

Despite the hubris required to label non-generational warfare as 4GW, there are a lot of valid lessons coming from the concepts that have led to the theorization behind the term. John Robb developed a better term for this, “open source warfare.” Open-Source warfare describes a “new” method of warfare in which many small, autonomous groups can work together—without a formal means of coordination—to conduct warfare effectively.

This allows small, tribal-like groups to work towards the same goal, even when their reasons for achieving that goal are different. When necessary, they can even come together and work as one, in order to achieve their goals. ISIL/ISIS is a contemporary open-source insurgency. That means it is composed of many groups that don't share the same motivations for the war. All of these groups can work together though, if they agree on the single, ultimate goal.

In the historical review, the same concept can be seen in examples as old as the Battle of Teutoburg Forest. This epic battle occurred in 9AD, and is credited as the reason the Roman Empire never managed to spread its tentacles beyond the Rhine River, into Greater Germania. Hermann, a young prince of the Cherusci tribe, had been sent to Rome as a tribute, eighteen years before. He spent his adolescence and young adulthood as a citizen of Rome, serving in the Legions as a cavalryman.



Hermann's Germanic tribes came together solely for a shared goal: defeat of the most powerful army in the world. Wait? Unsupported irregulars defeated a conventional military? But, that's not supposed to be possible!

While Hermann—called Arminius by the Romans—was growing up in Rome, his father, Segimerus the Conqueror, was disowned as a coward by other Germanic chieftains for his submission to Roman rule. This was a capital crime under Germanic law at the time. Trade and political accords between the tribes collapsed as hostility and suspicion grew.

When he returned to Germania, as a Roman officer serving as an advisor to the Roman general Publius Quinctilius Varus, Hermann forged a secret alliance with all of the Germanic tribes that had by now, become blood enemies of the Cherusci. Using the collective anger and outrage at the iniquities of Varus' rule, Hermann managed to convince the disparate tribes to work together.

As Varus moved his forces—three complete Roman legions, three cavalry squadrons, and six additional cohorts, totaling somewhere between 15,000 and 20,000 soldiers—from a summer camp to his winter headquarters near the Rhine, Hermann fed him fabricated reports of a local uprising. In order to more rapidly reach the site of the supposed rebellion and quell it, Varus followed a route suggested by Arminius, that allowed the combined weight of the disparate, “uncivilized” barbarians to ambush the three legions, destroying them completely.



The statue of "Herman the German" in Detmold, Germany. He is recognized by Germans as the "Father of Germany," even 2000 years later, because of his victory at the Teutoburg Forest.

While the technology was different, the use of disparate forces, with different reasons, but a shared goal, is the essence of open-source warfare. It is still partisan warfare 101.

The Underground and US Special Forces Doctrine

US Army Training Circular **TC 18-01 Special Forces Unconventional Warfare, November 2010**, defines the underground as “a covert organization established to operate in areas denied to the guerrilla forces or to conduct operations not suitable for guerrilla forces.” In Volume One of **The Reluctant Partisan**, I focused on the efforts of the rural-based partisan force, determined to maintain the security of a small community through aggressive, external patrolling, in hopes of keeping cannibalistic San Franciscans away from their community. Unfortunately for the urban dweller, outside of a total war scenario—unlikely in the event of the continuing decay of the socio-economic institutions of our culture—those same tactics, techniques, and procedures will not be applicable, without significant modification, in built-up areas, whether large towns and small cities, or urban megalopolis.

In order for urban survivalists to operate in those areas, whether they are controlled by criminal organizations in the absence of effective law enforcement operations, or they are controlled by government security forces in the form of LEO or military, they will need to utilize the same basic non-generational warfare concepts and principles that allowed Hermann of the Cherusci to be effective, and still employed by those elements of modern insurgencies forced to perform the role of the underground.

TC 18-01 continues to explain the underground as “*a cellular organization within the resistance movement or insurgency that has the ability to conduct operations in areas that are inaccessible to guerrillas, such as urban areas under the control of the local security forces. The underground can function in these areas because it operates in a clandestine manner...underground members normally are active members of the community, and their service is a product of their normal life or position within the community...*”

Typical underground tasks that the non-generational partisan in a decaying America may need to provide include: intelligence and counterintelligence operations, propaganda/PSYOP operations using subversive radio stations, underground newspapers and leaflets, and/or web pages, special materials fabrication, transportation networks for moving personnel and logistics, clandestine medical facilities, and direct-action, ranging from sabotage missions to assassinations, raids, and ambushes on hostile key leaders and vital assets.

For the urban and suburban survivalist who finds himself in an urban area as the collapse continues, there are a couple of major takeaways from this. We can expect to need cells that can provide intelligence and counterintelligence efforts and training, others that can provide PSYOP material to help sway the general population to resist whatever nefarious organizations exist in the city, materials fabrication—not just of weapons and munitions for the underground and allied forces, but also as a source of fund-raising, by selling manufactured goods to other groups, as well as to the civilian population in the area.

Urban underground cells, with easier access to personnel and materials in hospitals and medical clinics that will probably continue to function at some level, will also have a greater ability to provide medical care and nursing for wounded partisans, whether fellow members of the urban underground, or affiliated rural partisans acting more in a guerrilla role.

Foundational Elements of a Resistance

Resistance movements have historically begun with the desire of individuals, or small groups of individuals, to remove intolerable conditions imposed by an unpopular regime. Opposition towards the regime, as well as hatred of existing conditions that conflict with the individual's or the group's values, interests and way of life, spread from the individual(s) to family, close friends, and neighbors.

For contemporary survivalists, the parallels to the formation of a larger network of like-minded people should be readily apparent. Not necessarily a hatred of the current regime (although, in many cases, that is obviously the case), but rather a hatred of existing, intolerable conditions of increasing state control of our daily lives, combined with increasing personal and institutional debt and the impending financial collapse of the US dollar on the international market.

With the view that most of us choose to socialize with people who share our values and views, it is fair to surmise that, among your social circles, there exists at least a small number of people who share your

concerns, fears, and anger. They are your tribe. Those people are the nucleus of your cellular underground network. You just don't recognize it yet.

Historically, the sharing and spreading of anger and gear can result in an entire community coming together in an obsessive hatred for an established regime. This provides you the first and most important role for your extended tribe as an underground: preparation and dissemination of PSYOP product that will help give voice to the disappointment, fear, and anger that like-minded people in your community and social networks share, but have not found an acceptable voice to express. This is the problem with much of the so-called PSYOP product put forth by the so-called "three-percent" community. It's not aimed at giving voice to other like-minded people. It's focused only on self-aggrandizing the machismo of the "three percenter." A more useful function should be focused on in your efforts, giving the people of your community a voice they can express their fear and anger in. This will spread your underground, to the farthest tentacles of your tribal network.

Generally, this hatred of the regime manifests itself as sporadic, spontaneous nonviolent and violent acts of resistance towards the regime, or available representatives of the regime (those readers who are law enforcement officers NEED to understand this reality. In the eyes of the disenfranchised, YOU are the most immediately available representative of the government, even if you have no real tie to the federal government, you will be viewed as a representative of that government....). As the discontent and anger grows, individuals in positions of natural leadership, such as former military officers, clergymen, local political leaders, and community organizers, have emerged to channelize this discontent into an organized resistance movement capable of effective action.

This is the role of your nucleus of your tribal underground. This core cadre has to be able to convince the community, and the larger network, that the community has nothing to lose—or at least, more to gain—by preparation and training, than they do by trying to maintain the status quo.

This step of convincing the people you know—and the people THEY know—that there is nothing to lose by preparing, combined with providing them a reason to believe that their preparation and training has a genuine chance of succeeding ("How can I resist violent criminal gangs? They have automatic weapons, and even the police can't stop them!" needs to become, "Hey, if the cops can't stop them, it's up to us, or we're going to be slaves. We can do this. It's been done before!")

Historical resistance movements have built their networks in anticipation of taking advantage of some key catalyzing trigger event that allowed them to leverage the already present discontent within the community, into action in support of the already prepared underground cadre.

The difference between the selective recruiting and preparation of your tribe as an underground cadre, and the mass recruiting of individuals within the cadre's social networks and beyond can be seen as the difference between clandestine resistance and overt resistance, although these may continue side-by-side as well.

Clandestine Resistance

Clandestine resistance can be seen as the resistance-type preparatory activities intended to develop the community in advance of the mass recruitment phase of organization. It is conducted by people who outwardly appear to follow their normal mode of existence. Types of clandestine resistance activities that the underground may execute include political action and campaigning, propaganda development

and dispersal, black marketing and the development of economic systems outside of the government economic system, such as barter networks, and intelligence collection.

Anyone, whether part of an underground cell network or an individual, who claims to be concerned about the state of affairs within this country, and the future we are leaving for our children, should be politically active. This does NOT necessarily mean voting for a Democrat or a Republican, although it may. It may be as simple as creating and packaging political message material that says voting for EITHER of those parties is helping to perpetuate the system as it exists. On the other hand, it's no secret that I am vehemently anti-anarchist. So, in my mind, political activity that supports the idea that government itself is inherently evil and should be done away with is irresponsible stupidity, created by upper middle-class American naiveté.

Black market development creates potential moral issues for the typical law-and-order conservative survivalist. Black market trade is defined as a transaction that is, itself illegal. The goods or services may not be illegal, but the actual transaction of them is. An example of this is seen in some large urban areas near Indian reservations, when tax-exempt cigarettes on the reservation are sold OFF the reservation, by people offering a lower price than the tax-paying store owner can afford. Outside of a resistance, common motives for black market operations is the trade in contraband (automatic weapons either smuggled in by criminal organizations or illegally converted, and drugs are two obvious examples), tax avoidance/evasion, or the avoidance of price controls.

This is different from the gray market, in which materials are distributed through legal—albeit unofficial—channels, unauthorized or unintended by the original manufacturer. Examples of this would be the face-to-face sale of firearms without going through a FFL-licensed dealer. There is nothing illegal about it, but it is outside of the “authorized” and “intended” channels. Another, more exact example, would be the prevalence of the purchase of “fish antibiotics” by survivalists for first-aid and medical preparedness. Both the sale, and possession of the antibiotics is perfectly legal. It's the intended use of the antibiotics that makes it a gray area.

Economic dealings within the survivalist underground can be said to exist in both the black and gray market. This is not necessarily because anything being purchased is illegal, but because often, especially in person-to-person transactions, things such as sales tax and later income tax claims on such transactions are—intentionally or not—ignored by all parties involved. That puts it into the black market. The fact that the face-to-face transaction is still legal however, generally puts these into the purview of the gray market, unless the items being traded are patently illegal under the circumstances, such as unregistered Class III firearms and accessories like suppressors, or narcotic analgesics without a prescription.

Barter networks, so beloved by survivalists everywhere, are a form of gray market economy. As we will discuss in the black marketing sections of this manual, barter in the typical sense beloved of survivalists, may be of far less utility than typically hypothesized, especially if we look to history for examples of what has worked and what has not worked. Learning to function in a black and gray market economy, through the patronage of those economies—even if just among friends currently—is critical for the underground partisan survivalist to begin familiarizing themselves with now.

Overt Resistance

Whether conducted in the rural guerrilla role, or within the urban underground, overt resistance is what

most people consider when they think of “resistance” and even “preparedness.” This is the “gun guy” side of preparedness. Whether urban or rural however, overt resistance is violent action conducted by individuals trained and prepared for it along military/paramilitary lines and organized as such.

The existence of these individuals and cells is not secret. After all, it's hard to deny the existence of a force that just shot up an entire platoon-sized element of armed paramilitary or military personnel. What IS hidden however, is the identity and locations of these cells.

The Role of the Underground

The underground maintains the ability to operate in denied areas, like urban, populated areas under hostile control, specifically because it operates clandestinely, hiding the identities of its members through their participation in the innocuous daily life of their neighborhood, when they are not performing missions. This means that the most useful members of the underground are normally active, productive members of their community and/or neighborhood. The innocuousness of their daily life, and their position within the community gives them the ability to strictly compartmentalize.

The typical cell will typically be comprised of a cell leader, and few members who operate directly as a unit. The cell leader will be the point-of-contact within the network itself, and may use a pseudonym (more in the counterintelligence sections) with either his cell, other cell leaders and leadership within the network, or both.

This need for cellular construction within a social network underground is often considered one of the weaknesses of irregular resistance organizations, due to the use of network analysis by government anti-terrorist organizations to defeat hostile organizations, leading to the obvious risk of compromise. The ability to grab a single member of an organization, thus leading to all other members of the organization being rolled up easily, rightfully scares the shit out of many people.

This has led to the “adoption” of the concept of “leaderless resistance” as a strategy by some within the preparedness movement, based on the teachings of groups like Louis Beam's KKK and the Earth Liberation Front. There are some very significant issues that illustrate the inherent weaknesses of the concept in the real world however. Among these is the inability to organize larger-scale operations, as well as to share information and cross-check the legitimacy of intelligence information, as well as the potential for interfering with another groups operations.

Open-source warfare based tribal cells overcome much of this, just like they did for Hermann of the Cherusci. By tying together different tribes, through shared “members” of different networks of people, you can develop communication methods that allow for coordinated actions. Network analysis will show inter-relationships between different networks, but the natural plausibility creates a natural level of inherent compartmentalization and deniability.

Within the tribes, there is the obvious risk of compromise if one kinsman is captured or turned. However, the risk of a tribesman being “turned” is significantly reduced if the bonds of the tribe have been forged strong enough. If a kinsman is captured, his determination to protect his loved ones can provide the intestinal fortitude for him to withstand interrogation long enough for the rest of his contacts within the tribe to disperse, or otherwise make arrangements to safeguard themselves.

This resolve will be strengthened with tribal bonds—far beyond political ties of any sort—that give the

detainee faith that a) his family will be protected, at all costs, and b) a rescue will be attempted, no matter what. Ultimately however, you need to understand that—as scary as compromise and capture by any hostile element may be—if you are basing all of your decisions and planning solely on that fear, you've already died. Do what is necessary to be effective, be as safe and secure as you can be, while still being effective, and drive the fuck on already. Accept the Truth: we're all dead, and we don't get to choose the time. All we get to do is choose the way we will be remembered.

Characteristics of the Underground Tribe

Tribes have been the foundation of all social networks since before the dawn of history. Tribes, and the smaller bands that comprise those tribes, are a physical and spiritual extension of the family. In European cultures, this is referred to with some derivation of the Germanic term “folk” To use another traditional European term, your folk is defined as your “kith and kin.” Despite my use of Euro-centric terminology however, this has nothing at all to do with race or skin pigmentation. I do not believe I am special snowflake simply because of how bad ass my ancestors were. If you happen to be of African, Asian, or American Indian descent, the same principles apply, although your ancestral culture probably had different terms for it.

“Kin” simply means family. These are the people who are related to you by blood. “Kith” on the other hand, is somewhat more complicated, since it has been so often abused by those with a political agenda. According to the Fifth Editions of Webster's Collegiate Dictionary that sits on my desk, published in 1936, before the politicization of words in much of the English language, kith is defined as “familiar friends, neighbors, or relatives, collectively.” It is a Middle English derivative, cognate of the Anglo-Saxon—Old English—word “cyththe” meaning “known.”

Your tribe is composed of your “kith and kin.” It is your known friends, your neighbors, and your family. It has nothing to do with national heritage or even your race. This is critically important to understand as we discuss neo-tribalism within the context of non-generational, tribal conflict, for building self-reliant, underground communities.

Tribalism implies the possession of strong cultural identities that separate members of the tribe from other groups. It's the same type of shared identity—and shared exclusivity of values—that defines a community. This separation is the foundation of the tribal construct. A tribe can thus be defined as a social group or community—of family and known friends and neighbors—with these strong cultural ties, that exists outside of any loyalty to the state. Generally based on a shared social or genetic descent, the social structure of tribes can vary, but due to the inherently small size of tribes (ethnologists tell us 150 people is roughly the maximum size of an effective tribe, composed of smaller bands of roughly 12-50 people), as well as the clans, septs, and bands that make up these tribes, it is almost invariably a simply social structure with few significant social distinctions between individuals.

Modern social norms of course, based on the possession of cultural and economic capital, are specifically designed to weaken tribal structures by exaggerating apparent social distinctions between people. Thus, our modern caste distinctions between poor, middle-class, and wealthy. If my kinsman is wealthy, and I am poor, social norms encourage me to be envious of him, and him to be patronizing to me. It breaks down the inherent loyalty of the clan.

Tribes are composed of clans. A clan (derived from the Gaelic) is a group united by actual or perceived kinship. The kinship bonds may be symbolic. A contemporary example of this would be the individual

chapters (clans) that together form an outlaw motorcycle club. While members of each chapter are close to the adopted brothers of their clan, they owe extended loyalty and kinship to the members of other chapters through the greater tribe of the club. While a large clan may be considered a tribe in itself, generally a clan will be a subset of a larger social and cultural entity of the tribe.

An historical example is the Scandinavian clan, referred to as an ætt. The ætt was a social group based on common descent, or formal acceptance into the clan at a legislative and judicial gathering called a þing (pronounced roughly as “t’ing”). This þing acted as the governing body of the tribal culture. In Anglo-Saxon England (like the Scandinavians, a Germanic culture), it was called a “folk moot.” The easiest contemporary examples to equate to this, that many of us will have at least a passing understanding to is the Pashtun shura, or the meetings of an outlaw motorcycle club to form new rules and by-laws, as well as to pass judgment on violations of the by-laws and customs of the club.

Clans in turn would be comprised of individual families, referred to in the Scottish and Gaelic as “septs.” This term has been boldly stolen, and horribly misapplied by adherents to New Age Neo-Pagan groups like Wiccans, to describe what would better be described as the clan, since it is often used to describe kith rather than kin.

My paternal grandfather had over 30 grandchildren. From my now-deceased grandfather to my children’s generation, is the “Mosby” sept. This in turn is a part of the greater “Mosby” clan that comprises not just my grandfather’s descendants, but also those of his brothers and cousins. There are enough of us floating around the world that we could accurately be described as a “tribe,” but at a minimum, we form a very large clan.

While “my family is my religion,” and my first loyalties will always be to my clan, unfortunately the “Mosby” sept is scattered across four continents currently, and all ranges of the socio-political spectrum. The closest members of both my wife and I’s clans live several hundred miles away. This means, we are responsible for strengthening and expanding the tribe where we are, by forging new tribal alliances. While this was historically done through taking wives from the local population, since polygamy is not a valid choice for most of us, we have to look back at the definition of clan and tribe.

“A tribe can be defined as a social group with strong cultural ties....that exist outside of any loyalty to the state...” “A clan is a group united by actual or perceived kinship. The kinship bonds may be symbolic.” Many in the survivalist culture consider anyone of similar political views to be “tribe.” This is utterly ridiculous. The requisite levels of trust and loyalty simply cannot exist based solely on political affiliation.

Loyalty and Frith: The Ties That Bind

“Frith” is another Middle English derivative, cognate of the Anglo-Saxon “frip,” a term that literally translates as “peace; freedom from molestation, protection; safety, security.” In actual usage, it refers to the peace of tribal bonds that provide safety through the protection of the loyalty of the tribe. In the absence of an external police force, Germanic clans were the only source of security in tribal culture, with kinsmen obligated by honor and frith to protect and avenge one another. Acceptance of this obligation—and the knowledge that your kinsmen accepted this obligation—was the source of frith.

This leads to a tribal focus on the family, the clan or sept, and the tribe, with everyone else in the world a distant following consideration, if they are considered at all. This is the reason so many American

Indian tribal names translate as “The People,” or something similar, with competing tribes called by some derivation of “savages.” In a nutshell, tribal societies can be said to focus on the following, in order of precedence: the immediate family comes first, followed by the clan. Together these can be defined as the “innangard” or “inner yard/inner circle.” Next in priority is the rest of the tribe. These would be defined as “unnangard” or “outer yard.” This can be seen as more of the rest of your social circle that are not “kith” to you, but may be kith to other members of your clan. Finally, of little or no importance, is the rest of the world.

Families have traditionally been bound together by the ties of blood and genetics. From an evolutionary biology standpoint, this makes sense. If the purpose of our existence, at a biological level, is continuation of our genetic material, then providing for and protecting those who share that genetic material just makes sense. The move away from this intrinsic loyalty in modern, materialistic society, is a result of the artificial manipulation of social norms.

There is a very important distinction between “natural” and “normal.” French philosopher and social theorist, the late Michel Foucault, focused his work on power and knowledge and how these were used for social control. According to Foucault, societies function largely based on the creation and negotiation of commonly-held standards of appearance and behavior that unify members of that society. These standards define what is “normal” for that society, regardless of what is “natural” to the human condition.

Eating with a fork may be “normal” in contemporary western culture, but it is far from “natural,” especially considering that the personal dining fork didn't emerge until the Byzantine Empire, and didn't become common in Europe until the 18th century. Homosexuality, most evolutionary biologists would agree, is decidedly unnatural. It is difficult to continue the existence of your species without heterosexual reproduction, after all. Despite the unnaturalness of it however, homosexuality is rapidly becoming “normal” in modern western society, due to intentional effort at normalization by special interest groups.

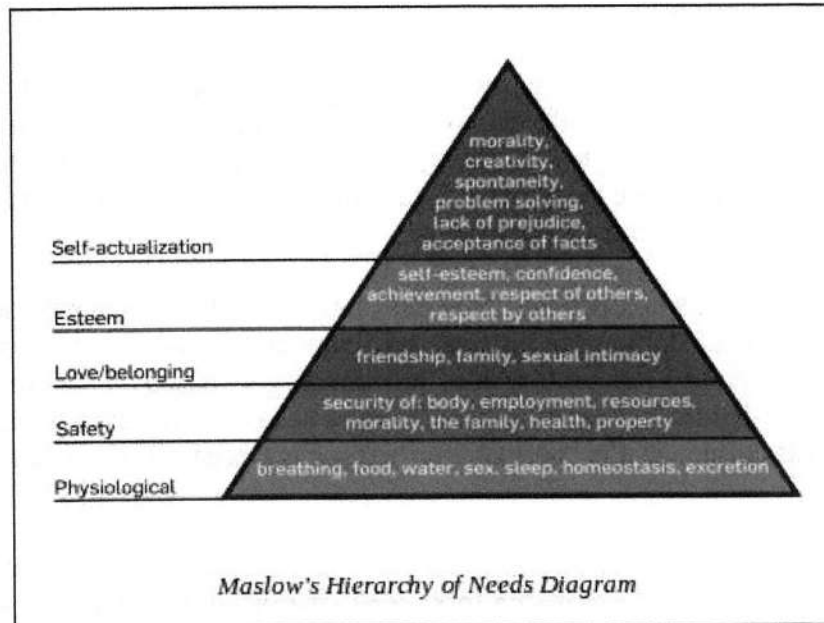
For the same reasons, the focus on the importance of family and clan is natural to the human condition. It has lost normalcy in modern society however, due to the manipulation of social norms, including the constant teaching that we should be “concerned for the well-being of all of humanity.” This is obviously utter bullshit, from the perspective of man's natural tribalism, but the normalization of this belief has led to its acceptance.

Social disapproval is a powerful force. It causes the vast majority of people—even those who self-identify as “independent thinkers”—to feel an overwhelming pressure to conform and adhere to social norms. This has created the destruction of clan-based ties for much of western society, as well as the nuclear family. Being concerned with the values of your family is just not “cool.”

The power of social disapproval as a control technique creates a self-perpetuating social normalcy bias. The more people adhere to it, the more powerful the norms become. This leads to increasingly hostile reactions to those who would violate those social norms.

In order to move back to traditional values that will strengthen the bonds of both the family and the tribe, we need to educate our young, and fulfill their needs on Maslow's Hierarchy of Needs.

Fulfilling just their physiological needs, at the base of the triangle is not sufficient. If that is all we focus on, then our young people—anyone in fact—will look outside the clan for fulfillment. That in turn, leads to their acquiescence to social norms of outside—unnangard—culture for safety, love/belonging, esteem, and self-actualization. As a result of this search for what the clan does not provide, they will feel the pressure of social norms, and they will normalize.



In order to prevent that, we have to create a clan and tribe strong enough and large enough, to provide for these other needs. The only way to develop a clan of this strength and resilience is through reciprocal loyalty. Beyond the genetic ties of the immediate family, we have to expand the clan to our kith as well. This requires a loyalty of the blood-oath level of seriousness. It is not a matter of “Well, shit dude, I’d come over and give you a hand, but American Idol is on television.” It’s not even as shallow as “Damn, bro, I’d come help out, but well, I might get hurt or killed, and then who would look out for my family?” Clan loyalty—frith—requires a total commitment, from all parties, to the clan: “My kinsman needs me. I’m on my way.”

Frith is the soul of the clan and the tribe. At its depths, it is a reciprocal inviolability. Think of the old cliché, “Yeah, he’s an asshole...but he’s OUR asshole!” and you are beginning to see what frith is. It doesn’t matter if you’re mad at your kinsman. It doesn’t matter if he said something stupid. The good of the clan comes first. Frith is the state of grace that exists between family, kin, and clan. It is a state of mutual will, unanimity, loyalty, and peace that must exist between people living in close confines with one another for survival. It also imposes demands of honor and survival.

If we look at historical and mythological literature from the tribal eras of our ancestry—from the Icelandic and Norse sagas, to the Anglo-Saxon poem of **Beowulf**—we see tales that are replete with killings. Some are justified by the circumstances, even in our modern world view. Some are not. Throughout all of them however—even the most heinous—there is not a single, solitary instance of a man refraining from a revenge killing because of the lack of character of the kinsman he is avenging. It just doesn’t happen. The frith of the clan, and the honor of the clan, is more critical than the individual’s

sense of justice, or the state of his personal relationships within the clan.

When a member of the clan does kill someone, whether in retribution, or over something else, like honor, the killer knows he is committing his tribe to more violence. He returns to his own tribe with something like the following:

“Hey, guys, you know that loudmouth prick from the Sheepfucker Clan? Sigurd? Yeah, well, I just smoked his ass with an ax-blow to the melon. He made a smart ass remark about my wife. He would've done the same thing, if I'd made the same crack about his wife, but his clan is going to feel obligated to avenge him regardless, so you fellas had better keep your spears handy! We've got a fight coming.”

It doesn't matter than everyone—including the entire Sheepfucker Clan—KNOWS that Sigurd was an asshole, who liked to start shit once he'd had too much mead. The demands of frith—and the security of the tribe from outside attack—means they're going to ignore the fact that Sigurd was a shit head. They're going to “gird their loins for war” and they will go hunting.

Personal sympathies and antipathies do not stand in the way of frith; all obligations, all self-interests, everything, is intertwined in the kinship of the clan, because survival of the tribe demands it, and the survival of the individual and/or the individual's family demands the survival of the clan and the tribe. When you swear an oath—whether spoken or simply in deed—of loyalty to a clan or tribe, or whatever term you choose to use, you are intertwining yourself into the frith of that group (actually, the appropriate term in this case would be “wyrð,” but this isn't an anthropological study of Germanic tribal customs, so we'll stick with frith for now).

Today, of course, we think, “what a bunch of obsolete bullshit! If I want to leave the clan, I can! I'm an American, by God!” “If my kinsman is an asshole, I can just tell the other tribe, I agree that he's an asshole, and we can let it go.” The fact is, in today's society, you'd be absolutely correct. You can even call the police on a family member if you want to. Why bother with understanding, let alone trying to recreate, tribal societies? We're a post-modern, liberal, democratic society, with Judeo-Christian values! We're past all that shit!”

Unfortunately, as the socio-economic structures continue to decay and collapse, we are becoming a stateless society. Stateless societies—whether due to the lack of a formation of a state, or through the disintegration of the state, share the common characteristic of reverting to tribalism (Hell, Judaism is a fucking TRIBAL religion!), for both good and bad. If you think we can ignore what makes tribal societies successful, I would implore you to show me a single, solitary example of a tribal society that has existed—at any point in human history—that did not subscribe to frith in some form, albeit with a different label probably. Don't expect me to hold my breath however...

The fact is, no one can ever hope to achieve a damned thing, all by his lonesome. In a tribal society, the tribe does come first, because the good of the tribe ensures the good of the individual. The inability to understand this is the root of all that is wrong with the survivalist movement in America. If you think that you can survive on your own, in the face of opposing forces who outnumber you and have no moral qualms about killing you for what they think you have? More power to you.

If you think that you're going to be able to band together, with a bunch of your fellow “rugged individualists,” with each of you always putting your own self-interests first, and still expect them to

come help you in your time of need, as part of some “mutually beneficial transaction,” you're fucking retarded.

There is little of this type of loyalty in our culture and community. Social norming has made it abnormal to hold this level of loyalty to anyone—including our blood kin. Of course, as “survivalists,” we're focused on “survival,” right? Giving your life for someone else doesn't really lead to survival, unless you are willing to place your kith and kin above yourself in importance. Perhaps going to the aid of my kinsman will serve to protect my family, even if I die. Whether through the destruction of an enemy's ability to project force that would harm my family, or through ensuring the continued loyalty of the entire clan, who will provide for and protect my family in my absence.

This is why “tribe” is an inappropriate term as it is so often applied in survivalist and “three-percent” circles. The type of loyalty required for the blood-oath level of commitment is not developed over the fucking Internet! It's not even something that can be built at a monthly get-together/training weekend. This is the type of commitment that can only be built on trust. It must be developed, based on constant, continuous, interpersonal contact and interaction. You have to KNOW that your kinsman will be true to his oath, because you see him living the values he claims to possess, on a daily basis. You have to KNOW what those values are, and that they are parallel to your values, not because he tells you what they are, or because he's gifted with a silver tongue, but because you see him living those values, on a daily basis.

Most native English speakers are familiar with the proverb, “blood is thicker than water.” The problem is, social norming has completely inverted the common, contemporary understanding of that term. The original verbiage of the complete proverb is actually, “the blood of the oath is thicker than the water of the womb.” It means the exact fucking opposite of what most have been led to believe!

This oath refers to the blood oaths used in ancient warrior societies to bond men together, making them the moral and spiritual equivalent of “blood” brothers. These are the same types of bonds that we need to be forging with our friends and family today—we need to forge social bonds of strong cultural ties, united by actual or perceived kinship. Whether the kinship bonds are symbolic or genetic, they need to exist outside of any loyalty we possess to the state.

Traditionally Germanic tribesmen made an oath on their “oath ring.” This was a wristband or arm band given by their chieftain, that represented their loyalty to the clan and to the chieftain. An oath is some serious shit. Violating an oath is an affront to the gods and to the clan. It's a “We're kicking you out of the clan, and if we see you afterwards, we'll chop your fucking head off” sort of serious. In a society that had no one but your clan to protect you from miscreants and rivals, that is a significantly dangerous threat. It COULD be a death sentence—and often was.

In our culture, this level of loyalty is hard to find. The frivolous use of terms like “tribe” and “loyalty” is something I find personally offensive. This is not something that should be used as a platitude, to make people feel better. This is a level of loyalty that falls under what I term “shovel-and-lime” friends. When you call them at 0300 and tell them to show up at your house with a shovel and fifty-pound bag of lime, they don't ask questions, they just comply.

“Hey, bro, if anyone asks, I've been at your house all night, playing **Call-of-Duty: Modern Warfare!**”

“Cool. Need me to come help?”

This is critically important to understand and internalize. We are talking about people whom you expect to help protect the lives of your children. What level of trust is required for that? A very, very deep one.

Tribes have to be based on shared cultural values. They cannot be haphazard groupings of people without shared values. Common political and survival interests may get you through short-term struggles, but when the time comes to put your life on the line, day-in and day-out, or to trust someone else to reciprocate, unless you share values—including the value of frith and loyalty—then self-interest will win out.

Shared values *MAY* be a shared religion. On the other hand, choosing members of your inner circle based solely on “we only want Christians/Buddhists/Muslims/Taoists/Wiccans/Etc,” may be extremely detrimental in the long-run. What if that person’s interpretation of your sacred texts is different than yours?

I know Mormons who interpret both the Bible and the Book of Mormon differently than their neighbors—and both interpret it differently than their Church does. I know Catholics who wholeheartedly believe in the Catechism of the Holy Mother Church as the literal word of God. I also know Catholics who take the stance on birth control of “as long as you intend to have children eventually, using birth control right now is okay.” I know Baptists who believe that drinking beer and dancing are sins in the eyes of God. I’ve also been to Texas.

Meeting potential clan members at church is probably a good start. It’s probably safe to assume you share at least some values. Assuming that you share the same world view however, solely because you share the same clergyman, is probably pretty stupid however.

Like religion, faith in the US Constitution is sometimes seen as a measure of shared values. The obvious problem with that is—as we know all too well—“I believe in the Constitution” does not mean the same thing to different people, even when they try to read it in plain English.

How then, do we determine if we share values with someone? You experience life with them! You spend time with them. They are—after all—your “familiar friends and neighbors.” Sure, this might mean that you waste precious time, hanging out with someone who may turn out to not be the type of person you want in your clan. So the fuck what?

Unless you’re a complete douche nozzle, you’re still building a relationship and rapport with them. Maybe instead of being part of your clan, they end up part of your larger tribe, and their clan is affiliated with your clan. More importantly, you’re not revealing your deepest, darkest secrets to someone prematurely, based on a false belief in shared values, that will bite you in the ass down the road.

The point then, is to quit thinking of forming “groups” and “units” and focus on forging a clan and tribe of friends and family who share your common cultural values, and with whom you can share the necessary levels of trust and loyalty to work in cooperation, even when things are at their worst. Instead of backstabbing and stealing from one another in the dark of winter, when the wolves are howling at the door, you need to possess a level of loyalty and trust that obligates your clansman to willingly show

up at your door with some extra food to keep your family from starving.

When a rival tribe is trying to burn your house down around you, rape your wife, and sell your daughters into slavery, you need to trust that your clansmen will show up, and shoot the motherfuckers in the back of the head, even as you're shooting them in the face. You need to be able to trust that when you die, your clan will bring your family in and make them part of their family, rather than showing up to steal all the supplies you have, and then shoving your wife and children out in the snow.

That level of trust and loyalty is not something that is going to come easy to most people in post-modern western culture. Social norming has made it so abnormal to place this level of trust in people that it now seems unnatural. The reality is, we have to make a cultural reversion to a more natural way of living, and shape the values of our young to this more natural life.

The Neo-Tribesman

It is my sincere belief that the answer to the underground in the open-source conflict that should be the focus of modern preparedness, is a voluntary reversion to tribalism—neo-tribalism if you must— independent of reliance and loyalty to the state as “Motherland.” Our emerging tribes form the nucleus of our underground cadre. I am not alone in this belief.

New Right author and lecturer, the inestimable Jack Donovan, gave a speech in Washington, DC, on 26 OCT 2013, entitled “Becoming the New Barbarians.” With Jack's explicit permission, I will share relevant portions to the conversation. It is important for readers to understand that this speech was given before the National Policy Institute. The NPI is self-described as an “independent think-tank and publishing firm dedicated to the heritage, identity, and future of European people in the United States and around the world...” Yes, they are a white, racist academic think-tank. In some people's opinions, that may invalidate the substance of Jack's speech from the start. I would argue that, looking past that, there are numerous valuable points to be made for any neo-tribal, traditionalist concerned about the decline of traditional western values. Not least of all, because I happen to agree with him...

“There may be a collapse. It could happen. It could happen tomorrow. Vengeful gods could hurl boulders from the sky, cleansing the earth with fires and floods. There could be blood in the streets and gnashing of teeth. A plague of locusts or killer bees, some Chinese flu, or the Zombie Apocalypse. Your debit cards might run empty and your "smart"phones might get real dumb. We may be forced to band together in primal gangs and fight for survival. We may be forced by circumstances beyond our control to rediscover lifeways more familiar to our species—to our ancestral brains—than this endless, banal sprawl of corporate parks and shopping malls.

Or you may just get that one day as a lion, to die like you were born, kicking and screaming and covered in someone else's blood...It has a certain appeal.

But while any or all of that could happen (and it could all happen tomorrow), it is also possible that this broken, corrupt system could limp along for a very long time...

If you were the rulers and toadies of a nation in decline, whose people were bound to lose wealth and status and you wanted to protect your own interests and keep your heads, why would you not want to keep those people separate, emasculated, weak, dependent, faithless, fearful and “non-violent?” Figureheads may come and go, but I see absolutely no reason why the message will change.

Many of you may see yourselves as civilized men. Sane men in an increasingly insane, vulgar and barbaric world. But you're wrong! You are the new barbarians.

The official message will continue to be that:

- *If you believe that all men are not created equal*
- *If you believe that free men should have access to firearms*
- *If you believe the government cannot be trusted to regulate every aspect of your life*
- *If you believe that race means blood and heritage — not just “skin color”*
- *If you see that men and women are different and believe they should have different roles*
- *If you believe that men should act like men*
- *If you believe that gay pride parades and gay marriage are ridiculous*
- *If you believe in some “old time religion”*

If you believe any or all of those things, then, according to the State and corporations, the Academia and the media, you are a stupid, psycho, hillbilly, Neo-Nazi, woman-hating, wife-beating, homophobic throwback, reactionary Neanderthal. You know it. Dance to it. Make it a techno remix. Because make no mistake: you are dangerous, traitorous and quite possibly seditious.

It doesn't matter what you think you are. You are whatever they say you are. They control the message. No matter how reasonable you think your message is, the radio is not going to play your jam. No matter what you think you are, to them, you are the barbarians. So own it... be it. And, if you're going to be the barbarians, then start thinking like barbarians.

What does that mean? What does it mean to be a barbarian? Classically speaking, a barbarian is someone who is not of the State, of the polis. The barbarian is not properly civilized — according to the prevailing standard of the State. His ways are strange and tribal. The barbarian is an outsider, an alien.

How must a man's thinking change, when he is alienated by the State of his birth? How does a man go from being a man of the polis to an outsider — a barbarian — in his own homeland? These are important questions because if you see no viable political solution to the inane and inhuman trajectory of the progressive state — and I don't — then any meaningful change is going to require a lot more than collecting signatures or appealing to the public's “good sense” or electing the right candidate.

What you need is to create a fundamental change in the way that men see themselves and their relationship with the State. Don't worry about changing the state. Change the men. Cut the cord. And let them be born to a state of mind beyond the state...

Separate "us" from "them"

This conference is about the future of identity. Which identity? Who are we talking about? Who is we? When I talk to guys about what is happening in the world right now, they're quick to tell me what we should do about it, but who is this we?

You and the corporations that sell you garbage food, ruin your land and outsource your jobs? You and the "expert" shells who turn your values into "psychological problems?" You and the paid-for media that mocks you? You and the Wall Street bankers who financialized the economy for their own short-term gain? You and the bureaucrats who want to disarm you and micromanage every aspect of your life? You and the politicians who open up the borders and fall all over themselves to pander to a new group of potential voters instead of working for the interests of the actual citizens of the country they swore to represent?

That "we?"

Americans, especially, are used to speaking in terms of "We the people." But there are 300 million people in the United States and that's a lot of "we." Be more specific. Be more tribal...

Stop getting angry because things don't make sense! Almost nothing you read or hear in the news today seems to make any sense at all. People get so angry, so frustrated, so betrayed. It's like "our leaders" are crazy or stupid, or both. It doesn't make sense to put women in the infantry. That's obviously crazy! It doesn't make sense to encourage kids to take out college loans they'll never be able to pay back. It doesn't make sense to invite people into the country when you cannot afford to care for the people who are already here. That's nuts!

It doesn't make sense to start wars and then say you're trying to "win hearts and minds." War is not a good way to win hearts and minds! And worrying about hearts and minds is not a good way to win a war! It doesn't make sense that bankers and CEOs get golden parachutes and go on vacation or get jobs in the administration after knowingly and intentionally destroying companies, jobs, lives, the environment — whole segments of the economy!

But if you realize that they — the people who run the country — are doing things to benefit them and not you, everything makes perfect sense.

Consider the possibility that America's leaders really don't care if American soldiers live or die. Consider the possibility that American colleges and bankers don't care if you live the rest of your life in debt to them. They'd probably prefer it. Consider the possibility that American politicians care more about keeping their jobs in the short term and looking good in the media than they do about what happens to the people of their country in the long term. Consider the possibility that "you" are not part of an "us" that "they" care about. I promise that if you meditate upon this, things will start to make a lot more sense.

If you let go of the idea that these people are supposed to care about you or the country, and you allow yourself to see them as gangs and individuals working to further their own interests, you can relax and appreciate their crafty strategy. Let go of foolish expectations about what these people should be doing. Step back and see them for what they are. Don't be mad. Don't be outraged. Be wise...

De-Universalize morality

Men who were raised with American, Egalitarian, "Late-Western" values want to be "good men." They want to be fair and just, and they want to be just to everyone. This can be absolutely paralyzing. It really creates an internal conflict for men—good men—who are especially athletic or who have some kind of military or police background. They were taught and they believe in good sportsmanship and equal justice...However, it is also in the nature of these men—even more than other men—to think vertically, hierarchically, tribally, to think in terms of "us" and "them." To evaluate others naturally, primally, by the masculine, tactical virtues of strength, courage, mastery and honor.

But as soon as the football game or the superhero movie is over, progressive America goes back to hating and punishing those virtues. Progressive America goes back to hating and punishing men who act like men...No matter what the progressive American message is, when it comes to men who act like men—especially white men—no one really cares if they get treated justly or fairly...Still, these "good guys" don't want to exclude women from anything because it seems unfair they have sisters and mothers and they want everyone to have a chance. But women—as a group—don't care when men feel excluded...In fact, when men object to anything, groups of women are the first to call them "whiners" and "losers."

"Good" white guys as a group care about what happens to black people as a group. They want to make sure that blacks are being treated fairly and equally and they go out of their way to make sure they aren't "discriminating..." Do black people as a group care what happens to white people as a group? Does a Mexican dad with three babies care whether or not some white kid from the "burbs" can get a summer landscaping job?

The problem with these late Western values is that they work best as intra-tribal values. They only work when everyone else is connected and interdependent. Fairness and justice and good sportsmanship promote harmony within a community. But at some point, you have to draw that line. You have to decide who is part of that community and who is not.

You cannot play fair with people who don't care if you get wiped off the map. You don't have to hate everyone who isn't part of your tribe, but it is foolish to keep caring about people who don't care about you. These heroic types are the natural guardians of any tribe, but their heroic natures are wasted and abused when they are asked to protect everyone, even enemies and ingrates and those who despise them.

If Western Barbarians are going to hold onto any portion of their western heritage and identity, they need to resolve these moral conflicts. They don't necessarily need to abandon morality or moral virtue, but they need to pull in their aegis and become, as in Plato's Republic, "noble dogs who are gentle to their familiars and the opposite to strangers."

Be morally accountable. But only to the tribe...

Become independent from the State, and interdependent between each other

The United States of America and its parent corporations offer a wide range of products and services.

All of them have strings attached and the more you depend on them, the easier it is to control you. It is not really much of a threat to them if you get online and “like” a naughty page or vent your lonely, impotent rage, so long as the rest of your identity folds neatly into the bourgeois American lifestyle.

So long as you still go to a make-work job at some big company and keep yourself busy for 40 or 50 or 60 hours a week so you can purchase their wide range of products and services. And then, in the time you have left, you go online and you get to be Orthodox guy or Roman guy or Odinist guy and post cool pics of Vikings and Centurions and Crusaders.

But that’s not a real identity or a real tribe or a real community. By all means, use the Progressive State and take whatever you can from it while there is still something left to take, but if you truly want some kind of “alternative lifestyle” to what the state has to offer, if you want to maintain some kind of tribal identity that can endure America’s decline and collapse—also known as a sudden absence of adequate products and services—instead of “community organizing” on the Internet in your underwear or retreating to a country compound with the wife and kids, bring some of those Internet people close to you and live near each other. Take over a neighborhood or an apartment complex, start businesses and provide services that people really need.

It’s great to have writers and thinkers, but you also need mechanics and plumbers and seamstresses. Serve everyone, but be loyal to people “in the family” and make them “your own.” It doesn’t have to be some formal thing. Don’t issue a press release. Just start quietly building a community of like-minded men and women somewhere. Anywhere.

Don’t worry about creating some massive political movement or recruiting thousands or millions of people. Don’t worry about changing the state. Barbarians don’t worry about changing the state. That’s for men of the state — who believe in and belong to the State. Shoot for 150 people. A small, close-knit community of people working together to become less dependent on the State and more dependent on each other.

Recent immigrants—many of whom are literally “not of the State”—can serve as examples. It wasn’t long ago that the Irish and Italians lived in insular communities. Think of Russian parts of town.

Look at places like Chinatown in San Francisco: every few blocks, you see these buildings marked. Something . . . something . . . something . . . “Benevolent Association.”

Sounds nice, right? Could be a front for Triad Gangs. Could be there to help Chinese schoolchildren. I have no idea. But I am sure that it is for Chinese people. There are also doctor offices and law offices and repair shops and grocery stores. There is a whole network there of people taking care of their own people first.

There is a community there of people who are exclusive, insular and interdependent. They go to each other first for what they need. They are harder to watch and harder to control. They are less dependent on the State and more dependent on each other. And when the collapse comes, they’ll take care of each other first, while everyone else is waiting for the state to “do something.”

Whoever your “us” is, whatever your “tribe” is, it’s just an idea in your head until you have a group of truly interdependent people who share the same fate. That’s what a tribe is. That’s what a community

is. *That is the future of identity in America.*

Land belongs to those who take it and hold it. And this land is no longer your land or my land — officially it's their land. You may not be able to reclaim it, at least not just right now, but you can become and live as happy Barbarians, as outsiders within, and work to build the kinds of resilient communities and networks of skilled people that can survive the collapse and preserve your identities after the Fall.

In his book **The Way of Men**, Jack describes what he terms the “Tactical Virtues.” These are the virtues that—according to Jack's view—make men respect other men. Jack defines the “Tactical Virtues” as strength, courage, mastery, and honor. I really can't say that I disagree with him. If you share these core values, many of the other values needed for a tribe to be successful will naturally follow.

Strength

Physical and moral strength is the cornerstone characteristic of survivors. Survival in general places a noteworthy premium on the physical athletic attributes. Whether you are in a knockdown, drag-out brawl behind the local redneck bar, performing a door-kicking raid on an ISIS/ISIL safe house in Iraq, or simply trying to plow a garden by hand, survival is physical.

While each of the physical athletic attributes is critical, it has been accurately stated that strength is the most important. It is the baseline—the foundation—of all other physical attributes. Without sufficient strength, none of the other physical attributes can be applied effectively. With sufficient increases in strength however, all of the other attributes will see improvement as well.

The fact is, the skills and tasks that a tribe needs to survive and thrive require physical and mental strength. Fortunately, what those who still refuse to do their PT fail to realize is, physical conditioning training both develops, and demonstrates moral strength. Fat Joe, the weak, undisciplined slob who refuses to force himself to do hard, strenuous PT of any sort, let alone at an elite level, won't last the first few minutes of a no-shit, this-just-got-real gunfight.

If Fat Joe has a lot of otherwise useful skills, but is a weak, undisciplined slob who refuses to force himself to do hard, strenuous PT of any sort, let alone at an elite level, how can I trust him to force himself to do hard, strenuous things to protect my family? I cannot. Why then, would I put myself at risk—and by extension, my family at risk—if I cannot trust him to be able to protect them? I won't, and neither should you. We cannot forge the bonds of frith, if he lacks the physical and moral strength to uphold the loyalty and trust of the clan. He needs to be able to demonstrate self-discipline for me to trust him as a kinsman. The discipline needed to go out every day, and put yourself through the misery of lifting heavy shit, no matter how uncomfortable it may be, is the same discipline needed to do uncomfortable things, period.

Strength is a necessary characteristic—or virtue, if you will—of the tribesman, because it is essential to the maintenance of another virtue: honor.

Honor

Honor is a concept that is paid a lot of lip service in the decadence of our post-modern society in decay. All too often, it is either derided as an obsolete relic of an immoral, patriarchal society, or it is

misapplied to things that really don't fucking matter. Consequential to this misunderstanding of honor, all too often people do not know, or understand, the criticality of honor to the tribe and clan.

As “modern, civilized” westerners, we look at contemporary tribal societies, like the Pashtuns of the Hindu Kush, or even outlaw gangs as a sub-sect of our own society, and consider them little more than “stupid barbarians,” because the idea of revenge killings, and honor seem so foreign to our understanding of justice.

This is not inherent superiority of modern western culture. It is a symptom of the control offered by social normalization. The incredible ease and apparent security of middle-class WASP life in America is a symptom of the control we've acquiesced to the state. If we look back at our own ancestral cultures, we begin to recognize that, in a tribal society, with no central governing authority to mediate disputes, honor is survival.

Not retaliating to an insult, real or perceived—in an appropriately commensurate fashion—is about honor, but only because it's about survival. Not doing something about a slight to your honor is seen as not being able to do something about a slight to your honor. This means you are weak. Weakness means you are susceptible.

If you are susceptible, why **SHOULDN'T** my tribe come kill you, rape your women, and steal all of your shit? Doing so, if we can get away with it, increases our chances of survival and success in the long-term. Your tribe is such a bunch of pussies that you can't even respond to a minor insult. What are you going to do about a serious assault? Not a thing. The Christian command of Matthew 5:39, “...resist no evil: but whosoever shall smite thee on thy right cheek, turn to him the other also,” is great when it's two members of the same value system in dispute. In a tribal culture—or even in our current, post-modern culture—when you are facing an insult to your honor from someone outside of your clan? It's a recipe for the destruction of everything you hold dear.

Honor and frith are of course, intertwined closely. If your tribesman does something to insult another tribe, you'd better expect that other tribe to come hunting vengeance, just like you would if the roles were reversed. It doesn't matter that you know that your kinsman is an asshole, who probably had it coming. The other tribe's not going to care, and they will take their vengeance on anyone they can get their hands on, not necessarily the offender. You're tied to him—for better or for worse—so if you're tribesman is an asshole, you'd better be ready to answer for his sins.

At the same time, if your asshole kinsman is killed, even if he IS an asshole, it doesn't matter that you think he had it coming. The survival of your tribe will depend on your willingness and ability to extract vengeance. If you follow the Gospel, and “turn the other cheek,” you're not just going to get smote on the other cheek. The other tribe—or even a different tribe—will take your unwillingness to seek retribution as an inability to seek retribution, and they will continue to fuck your shit up. Tribalism ain't pretty. It's sure as shit not about pastoral, pacifist communes.

There is more to frith and honor however, than slay and slaughter. Whether it's my Migration-Era Germanic ancestors, my Viking Age Scandinavian ancestors, African tribesmen, or Pashtuns with the code of Pashtunwali, a clan's honor, and subsequently their frith, demands more than simple skill-at-arms. This is where the tribe begins to tie in directly with the underground tasks of Maoist insurgency, in open-source conflict.

Rapport-building is also critical to the survival of the tribe. Generosity, hospitality, helpfulness, and goodwill not only to members of your tribe, but also to strangers who are not avowed enemies, is just as important. Many people are now familiar with the Pashtunwali code, or at least the part that binds the honor of a Pashtun to his protection of a guest, due to the story of Marcus Luttrell's survival of Operation Red Wings, as a result of Pashtunwali. What is lesser known is the same code of hospitality has been prevalent in most tribal societies. This is important in our context. It helps you build new relationships, strengthening the bonds of your own tribe, as well as the ties between your tribe/network and other tribes.

Morality is an effect of honor as well. You may not agree with another tribe's system of morality, or vice versa, but that doesn't make them wrong. It's not a popular stance in the preparedness culture, so dominated by Protestant Christianity, but the fact is, outside of religious dogma, morals ARE relative. Moral relativism is often blamed for the demise of western culture, but it's a false logic. Morals are always relative, to the society that holds them.

Sure, there are broad generalities that can be made as absolutes: murder is bad, rape is bad, theft is bad. Yet, how we define those very terms may not be the same, and trying to force your definitions on someone from another tribe/culture, is ignorant at best.

Sure, murder is bad. Killing in self-defense however, is not immoral by any but the most ridiculous standards. If I murder someone to avenge the killing of my kinsman, and thus protect my clan from a loss of honor that would probably result in our being attacked by other tribes who perceive that lack of honor as a weakness, was it, in fact, murder—or was it a self-defense killing?

Stealing is bad. So says every mother in America, raising “decent, hard-working, American” children, right? What if I'm stealing material from an enemy? What if I'm stealing food to feed my family, and there is legitimately no other way to keep them from starving?

Rape is bad.....well.....yeah, never mind, rape is so unequivocally bad, in my world view, that I cannot even begin to imagine a world view where it would be okay, even though historically it has been acceptable, as long as it has been on people outside of the tribe. I'm obviously a failure as a moral relativist.

The point is not to explain immorality as morality. The point is to explain that adherence to your tribe's morality is part of honor, but someone else's definition of morality may not be the same as yours. Just because you are a moral, Christian, and godly, and believe that revenge killings, and the importance of honor are overblown, sinful creations of the unsaved, doesn't change the fact that they are—and will be—critical in tribal societies. Ignoring that fact is a good way to end up dead in the front yard, with your wife and daughters raped, and then sold into slavery.

If you're going to uphold the honor of the tribe—and thus maintain its strength in the face of external threats, you need the third “manly” virtue, courage.

Courage

Strength is a basic, straight forward virtue. You're either strong or you're not. Honor is a virtue that is morally relative. Courage however, has a pretty specific meaning. Courage implies acceptance of

danger. Courage is only quantifiable against a measure of hazard.

Like honor, courage is cheapened in modern social norms, through misuse and abuse. A battle with cancer does not require courage. It just requires the natural human will to survive. The two are not synonymous. Aristotle made the very poignant observation that those who are FORCED to struggle are less courageous than those who voluntarily march towards strife. This is not to argue that cancer is not a struggle. One of my grandfathers died—ultimately—of cancer. His struggle was not a courageous act however, as even he would admit. It simply was what it was.

Courage is implicit in real risk taking. A man who won't do scary shit on sheer principle will not suddenly “rise to the occasion” and do scary shit out of necessity. Courage must be learned, trained, and developed. Courage is the ultimate virtue of leaders, even before justice and honor, because a man who lacks courage will have neither of these, and a man who lacks these, lacks courage.

Tribal chieftains are generally not the autocratic bullies we tend to perceive them as, through the filter of a post-modern lens. In most tribal societies, the Christian concept of the “divine right of kings” developed in the Middle Ages during the Reformation, never took hold as a way of manipulating loyalty to local leaders. In tribal cultures, being the “chief” is actually a pretty precarious situation. Some cultures have been individualistic that, even on the battlefield, if a warrior felt that the chief's luck had run out, they'd pack up their shit and go home. No point in sticking around to get your head stuck on a spike, after all, the tribe needs you alive. In some cultures also, if you thought the chief was doing a piss-poor job, you challenged him to a duel. If you won, you were the new chief. If you lost, you died, so you didn't give a shit if he was a bad chief anymore.

Tribal leadership is not about rank or other artificial constructs. It's about trust, loyalty, and respect for his courage. That might be proven through prowess in battle, or wisdom in statecraft with other tribes, but even statecraft sometimes requires the courage to tell a more powerful chieftain to piss up a rope. The minute a chieftain no longer strove to earn the respect and admiration of his clan, he was done. A chief who lacked the courage to act like a chief? He was done.

The tribe cannot afford men who are reckless, but they also cannot afford men who lack the courage needed to do hard things. A man who will run away in the face of danger puts the entire tribe in danger. You must be able to count on your kinsmen to have your back, and vice versa.

As Jack Donovan points out about courage in **The Way of Men**, “At the most primal level, asserting your interests over the interests of another man requires a potential threat of violence. This is how men have always sized each other up, and this is how they size each other up today.”

Mastery

The fourth virtue that Jack discusses as a “manly” virtue, and a prerequisite to acceptance into any tribe worth joining, is “mastery.” As Jack points out, if you have nothing of value to offer the tribe, then your acceptance into the tribe will be that of a supplicant. You are there on the sufferance of those who contribute to the security and safety of the tribe. In the context of an underground tribe in a collapsing society however, this does not mean you need to be a power-lifting, gunslinging, mixed-martial arts champion. Ultimately, it doesn't matter WHAT your competence is. It doesn't matter how much, or how little, you can carry; as long as the tribe considers it adequate return for the benefit you receive.

Interpersonal relationships among human beings are synergistic affairs. There is—genuinely—no such thing as altruism. Even if the only benefit you get from your actions is a feeling of “Oh, gee, I’m such a nice guy,” that is still a return on your investment. I would not suggest however, counting on the people around you finding the feeling of “I’m such a good person!” for helping you, as an adequate reward. You need to have mastery of SOMETHING that they need.

Many in the preparedness culture seem to think that sheer fighting ability—being able to keep the wolves outside away—should be adequate. After all, if you’re worried about attack, getting the crops planted and the kids educated is challenging, at best. Winning those fights, whether man v. man, or man v. nature, requires strength and courage, but it also requires mastery of skill-at-arms or agricultural skill.

This capacity for violence is obviously important. We need to be able to protect the tribe. I can teach a fucking orangutan to fight though. What are you bringing to the table that no one else can? As we’re going to discuss, there’s a LOT more to running a successful tribe—and surviving “underground”—than just dragging your knuckles across the floor and cracking heads.

Mastery as a tribal virtue does not necessarily mean being a gunslinger. Everyone should be able to run a gun at a journeyman level, but there is much, much more to keeping a tribe alive and healthy than just shooting motherfuckers in the face. Historically, in an unconventional warfare (UW) and Foreign Internal Defense (FID) environment, the most useful men on a Special Forces ODA (Operational Detachment Alpha—or “A-Team”) in building rapport and support with the local populace have not been the 18B weapons sergeants. The most useful two jobs on the team have been the 18D medics and the 18C engineers.

Why is that? Because they have useful skills to offer the people beyond making holes and taking souls. They offer a benefit to the locals that is useful in multiple contexts. We need that as well, if we are to be genuinely useful to our tribes.

Why Neo-Tribalism?

Why do I advocate for a return to tribalism, even in America? For one, it’s the most natural state of human affairs. It doesn’t preclude the survival or rebirth of the United States of America, as a republic. In fact, in many ways, a return to tribalism would recreate the original America far more effectively than anything we have today.

As John Robb points out in his 2007 book, **Brave New War**, to really understand the nature of future conflict, you have to begin moving away from the lessons of state v. state conflict. The integration of the world’s economies, more than any single other factor, made state v. state conflict, on a traditional scale, obsolete.

Who is going to attack the United States of America? Not the PRC. Not Russia. Certainly not Afghanistan or Pakistan...at least not on a conventional front. Instead, the same issues—economics, energy, freedom v. the state, religion—all of these will continue to be fought over. The difference now, is that it will be small actors, either deniable, non-state, proxy groups acting for a state, or independent non-state actors, such as local militias and tribes. These battles—even wars of liberation—will not be fought by the state, but below the state level.

It is not the United States Army, Navy, Marine Corps, and Air Force, that you need fear will take your freedom away from you. It's not even the local police officer. The threat to the survival of your tribe is the controlled, "useful idiot" protesters that want to burn your neighborhood to the ground. It's the mindless automaton voter, conditioned to vote for more state control of your life, and giving the local police the orders to come after you.

Your concern is the progressive-socialist politician who wants to control your every thought, not because he or she thinks they are making the world a better place for humanity—despite what they claim—but because they are helping to create a world that the oligarchy can control more easily. These are the enemies of the Republic. These are the enemies of your tribe. This volume of **The Reluctant Partisan**, is intended to help form the nucleus of the training for the core of your underground tribe's cadre. It's up to you to take it from there. This is where open-source warfare, and the tribe, excel.

Your goal should not be to overthrow the government. That takes entirely too much effort. It requires the blood of your loved ones, and the gold of your treasury. You don't need to overthrow the government to find liberty. You need a tribe strong enough and loyal enough to create communitarian autarky.

In classical Maoist unconventional warfare doctrine, we learn and teach that the underground has several functions, distinct from the guerrilla force. Foremost among these is the ability to act as the device for leading the political offensive.

The underground has to provide a means of keeping the peace that will protect the populace. This is called the shadow government in doctrine. The underground, as part of this function, also provides a leadership apparatus for the underground itself, and the affiliated auxiliary. This is a matter of being able to coordinate efforts among different elements within the underground.

The underground is also expected to provide PSYOP support for the insurgency, providing information about the enemy's activities to the populace. It should also provide messages explaining the support the resistance is offering the populace. News from other areas—both within and without the regime's controlled areas—should be shared with the local populace, from a source other than the regime-controlled media.

The formation of intelligence collection and assessment efforts, as well as conducting "special operations" and sabotage, in the form of direct-action missions, fall under the purview of the underground. Here's the catch though: the impact of technological globalization, with the rise of affordable, easily-procured technology, and readily accessible training and instruction, has put all of these within the capabilities of the localized tribe.

We may despise progressive socialists, but the reality is, they mastered this...a long time ago. They've figured out how to organize at the local, community level, and get things done. They've learned to control and target the messages they are spreading. They've learned to control the actions of subordinate elements within their movement. If we are to have liberty for ourselves and for our future, we must learn to do the same thing!

The problem for the Maoist insurgency is that the underground is illegal by its very nature. To overcome this, its leaders must develop a sound organizational structure that is a careful balance

between the conflicting requirements for secrecy and operational efficiency. Often, to achieve one goal, the other must be sacrificed. We see this in the ineffectiveness of the III%, and its inherent inability to organize, due to the overwhelmingly misunderstood focus on "OPSEC." People are so concerned with their security, that they are unable to organize and function, even politically. In fact, it is not the III% that are effectively organizing political actions that are effective in this country. It is mainstream Americans who are not interested in having gunfights in the garage.

The simple fact is, there is no one, single organizational structure that works optimally for all conditions. Historically, undergrounds have been formed by unschooled, untrained individuals and groups, using trial-and-error methods. Some have been successful, most have failed dismally.

Those who have been successful have found it useful to organize by territorial boundaries (keep it local), and within existing occupational, religious, and professional groups. This still allows application of the open-source warfare model of tribal undergrounds. By focusing your efforts on local organization, and ensuring that the members of your tribe possess shared values, you are mimicking the territorial AND the religious/values organizations that have worked historically.

This is tribalism, and it is community autarky. Your networks among co-workers and business associates; the members of your church and religion, even your friends from the gun club. Those are the people in your network. Those are the people in your tribe.

Suggested Further Reading:

Brave New War: The Next Stage of Terrorism and the End of Globalization; by John Robb; 2007

Out of the Mountains: The Coming Age of the Urban Guerrilla by David Kilcullen; 2013

TC 18-01 Special Forces Unconventional Warfare, NOV 2010; US Army John F. Kennedy Special Warfare Center and School, Fort Bragg, NC, proponent agency

War Before Civilization: The Myth of the Peaceful Savage; by Lawrence Keeley, PhD; 1996

The Way of Men; by Jack Donovan; 2012

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Chapter Two **Networks Do the Work**

“What tribes are, is a very simple concept that goes back 50 million years. It's about leading and connecting people and ideas. And it's something that people have wanted forever.”

--Seth Godin

Tribes are really nothing more than tightly connected networks of people, tied together through frith and loyalty, by some bond that they individually and collectively believe is important. When groups of self-interested people exist in close proximity to each other, amidst a finite, limited supply of necessary survival resources, the historical record demonstrates that the demands of self-interest invariably result in internecine violence. In an era of readily available firearms that require—at least relative to the spears and swords of antiquity—little training to use effectively, that violent conflict almost always results in horrific losses for all involved parties.

In conflict, the ability to exert force is the final arbiter in all negotiations. Conversation is great, diplomacy is important, but in the end, as Mao said, “All power comes out the end of a gun.” In a failed-state society, the ability to exert force ultimately boils down to having a group of trusted people that will back your decisions and proclamations with force of arms, if necessary.

This means you need more than just your immediate family for survival. You need a network of people, tied together with the bonds of reciprocal loyalty that define frith. You need to be able to trust those people with the lives and safety of your family, and they need to possess the same level of trust in you. This is not a matter of Objectivist self-interest versus communitarian self-sacrifice. This is about ensuring the survival of your family through your children, by ensuring that the tribe survives to protect them, even in the event of your death.

If you can accept that your future well-being is tied into the well-being and survival of the tribe—what the ancients called “wyrd”—then you have a vested interest in their safety and well-being, and vice versa. Individualism is fine, but it has a heavy price. That cost will be death or enslavement.

If you're not willing to put your life in danger to protect the other members of your tribe and network, what motivation do they have to put theirs on the line to protect you? They don't. Why would I risk my life—and by extension, the lives of my children, since I will be unable to protect them if I'm dead—to protect you and your family, unless I trust that you will do the same for my family?

Guilds would be another parallel to the structures we are building. As Europe moved out of the tribalism of the ancients, and into a feudal society, guilds arose as a self-defense mechanism. Forming

the guilds allowed members of a particular trade or profession to develop bonds of sworn loyalty that meant if one were in trouble, he could call on the members of his guild for aid, even if he were in a different community. The basic principle is the same however: I have sworn my loyalty to these people. They have reciprocated. We have trust and loyalty.

We have an overwhelming need to forge those same types of bonds. It is a willing bond between people of shared values, but it is not simply a club. The tribe/guild model of network requires sworn obligations given the value of life-and-death, because that is ultimately what is at stake.

The fierce individualism that we hold so dear in modern American culture is unknown in tribal cultures. Even to the pioneers and settlers of early America, this would simply have not made sense. We have a Hollywood-created vision of the lone frontiersman seeking out new lands and new civilizations, all on his own. The historical and literary record contradicts this though.

The eastern long-hunters like Daniel Boone and Simon Kenton, might only travel in small groups, but they did travel in groups, and typically those groups were significantly large enough to preclude attack by hostile Indians. They might go away from the larger company to scout and hunt for meat in smaller groups of two or four, but they stayed close, because they knew that they needed the strength of the company.

The mountain men of the Rocky Mountain fur trade also traveled in companies, with the occasional examples of small, squad-sized elements moving away from the larger group to go trap a particular stream or river valley, before reconnecting. We also know that the actual settlers who traveled west with their families did so in large groups, and tended to settle into communities, rather than individually or as family groups. While there were inarguably exceptions to the rule, they were just that—exceptions. The historical record is self-evident: the “rugged individualist” is a cultural conceit made possible only by living in settled, civilized society.

A social network of people is simply the interconnected lines of familiarity between different people. It is “six degrees of Kevin Bacon.” How do we build social networks? We don't. They simply occur. You are—we all are—part of social networks already.

If you're searching “survivalist meet-up” forums to find a group to join, you're doing it the wrong way. Intentional communities—especially survivalist communities—just do not work. They all end up either being the result of some megalomaniac motherfucker trying to create his own fiefdom, where he gets to fuck everyone's teenage daughters, whether they like it or not, or the “rugged individualism” of the rich yuppies involved comes to the front, creating ego-driven rifts that preclude the commingling of effort and fate that is wyrd, so no frith is ever built.

If you want to forge a tribe out of your social networks, look around you. Where is your family? Who are your friends? Who are your neighbors? The secret to building a tribe capable of communitarian autarky is to get to know your fucking neighbors! Who cares if they watch the Super Bowl? Who cares if they're not a “prepper?”

We talk about restoring the “lost values” of America, but then we sit in our basements, jerking off on Internet gun forums, instead of getting outside and spending time with our neighbors, building the relationships of trust and shared values that American communities were forged on. We talk about how

it is harder to get ahead economically, than it was for our parents and grandparents, but we ignore the fact that they didn't sit in the house and watch bad television, as they talked shit about their whiny neighbors. They went outside and did shit with their neighbors.

Beyond the family, tribes are communities. The only way to forge relationships in the community is to participate in the community. If you're upset at the actions of your town council, get involved and make them change. Quit bitching about it on the Internet, to people who live 2000 miles away. Get off your ass, and go to the town council meetings, and make your voice heard. I see a lot of people in on-line gun forums and within the "three-percent" movement talk about the "Battle of Athens," as a way to change their community.

The Battle of Athens occurred in 1946, in Athens, Tennessee, when local veterans, recently returned from World War Two, banded together and overthrew the town government, at gunpoint. People today in the Liberty Movement use it as an example of why it is important for people to own guns. The problem is, the Battle of Athens couldn't happen today.

People are too busy bragging about it on the Internet to actually go out and meet people in their community, face-to-face, to build the relationships needed to precipitate that sort of action. The Battle of Athens was not just a political rally. It was not a random gathering of people meeting for the first time on the town square to bitch and moan. It was organized, at the individual level, by a social network of people who knew each other. They knew each other, because they saw each other every day and spoke, and shared stories, and developed trust and loyalty.

When we think of communities, of course, we think of small towns and neighborhoods of geographically proximate people. A community however, is any social unit that shares values. Just because your immediate next-door neighbors are flaming progressive-socialists does not mean that your situation is hopeless. We are also members of what sociologists call "communities of interest."

So what if none of your neighbors is interested in going out and running buddy team bounding drills at the range? Hang out at the range and meet fellow shooters. They belong to the community of shooters. I guarantee you, if you sit around your local range, in this day and age, some young dude is going to show up, kitted out with a tricked-out fighting rifle, plate carrier, and load bearing gear. He's going to be pissed that the Elmer Fudd who runs the Rifle and Pistol Club won't let him run dynamic drills. There is someone you can incorporate into your social network. Find a place where you can go run buddy team bounding drills with him.

Do What You Hate

Look, I HATE public shooting ranges. They are considerably less safe than just going out onto the mountain and setting up my own range on the National Forest. I have to deal with stupid questions from people who think shooting an eight-inch paper plate at 50 yards is "sighting in" a .300Win Mag, but deride my shooting a 4-inch steel plate at 300 meters as "poodle shooter" nonsense.

I have had people muzzle sweep my face with loaded rifles, with their fingers on the trigger. I have had people shoot the concrete between my feet, when they had a negligent discharge, pointing up-range!

I STILL go to the public range occasionally though. Why?

Because that's where most shooters go, and I know that, if I find even one new social contact who turns out to be serious about shooting and training, then all the stupid shit was worth it!

It's not just about the range though. Find out places in your city where like-minded people go do shit. Go there and do the same shit. Get your friends involved. Build a neighborhood playground for the kids. Shit, just go for a walk and introduce yourself to the neighbors you meet. You don't have to be Mr. Paranoid Gun Nut-Prepper Neighbor. Talk about other things. Just get to know people. Invite a new neighbor over for supper. If someone needs help with a project, offer to lend a hand. If you see someone struggling with a project in their yard, go offer to help out. Hell, don't bother offering, just show up with a pair of work gloves and a smile, and ask where you should start.

We need to stop focusing so much effort on building "survivalist groups" or "Mutual Assistance Groups/MAG," and start spending more of our efforts on building strong communities amongst the people we know. We are grossly mis-applying our efforts and energies. Your efforts should not be on building resilient preparedness communities. Your efforts should be on making your communities resilient.

Stop worrying about building resilient preparedness communities!

Focus on making your communities resilient and prepared!

If each of us would focus our efforts on building resilient, prepared communities, we would each have a resilient, prepared community. We need to build the kind of community values we want to see in our communities.

There is a constant harping amongst the "three-percent" and the Liberty Movement for national organization and leadership. Some want to be leaders, others just want people to tell them what to do.

On some levels of course, this makes sense. After all, SF UW doctrine preaches the importance of an area command, and all of us with military experience harp on the importance of command-and-control and networking. It's not just one or two communities that are facing problems, the whole damned country is.

It wasn't your local Chief of Police that decided to run guns to Mexican cartel members, was it? It isn't your local mayor who is eavesdropping on your telephone calls and email conversations, is it? It's not your local city council who is ready to ship your kids off to some foreign desert to fight a bunch of little brown people, is it? We do need a way to coordinate efforts among different local social networks and tribes, right?

It doesn't require some national-level organization of power-hungry assholes with Napoleon complexes. Networking amongst networks happens organically. It's unavoidable. We just have to learn to do so.

A resident of Los Angeles has a metric shit ton of different cultures in his city. I'm not just talking about ethnicity and national origin though. Sure, you've Asians and blacks and Hispanics and whites. But each of those has multiple national and tribal cultural groups.

Asians might be Laotian, but those Laotians might be Lao or they might be Hmong. People from Vietnam might be Viet or Hmong. Blacks might be American blacks, multi-generational descendants of antebellum slaves, or they might be immigrants from Africa or the Caribbean. Black immigrants from Africa might be from any number of tribes or countries on that continent, and every Caribbean island has multiple distinct cultural groups. Whites might be southern cracker hillbillies, New England Yankees, outlaw bikers, tech nerd programmers, or blue-collar, mid-western laborers.

We know that ethnic and cultural criminal gangs manage to create cross-cultural networks for the sake of economic expediency. Chinese Triad members smuggle guns and immigrants into the country. The immigrants get sold into slavery in sweatshops or whore houses. The guns get sold to black, white, and Hispanic gangs. Hispanic gangs smuggle drugs and guns over the southern border and sell both to groups of all ethnicities.

There is no reason that I cannot introduce the groups of my social networks to other groups in my social network. This is an organic process. It doesn't actually require conscious effort. I introduce one member of a group of my friends to a member of a different group of my friends. Suddenly, I've just introduced two different "cells" to each other. If they hit it off and build rapport, then we've cross-pollinated and created a stronger bond within the network, because now the two groups are connected by more than just my link.

They may not even be in the same socio-economic demographic. Perhaps the interests that we all three share are different. If the first friend and I share an interest in music, and the second friend and I share an interest in guns, does not mean there is no reason to introduce them, if they share a different interest. Perhaps the value they share is an interest in motorcycles. I don't give a shit about motorcycles. Every time I get on one, I get hurt. But, by recognizing the shared interest in motorcycles between my musical friend and my gun buddy, I've strengthened the resilience of my network.

In traditional Maoist-inspired insurgency theory, of course, introducing my two friends is seen as a security risk, because now, a member of group A knows a member of group B. Worse yet, they know of the link between the two groups. That is a potential leak, but that's a counterintelligence issue that will be discussed later in this book. For now, we need to understand, in the context of community autarky as a foundation of an underground movement, the resilience built in the community is more important than the potential risk of compromise.

Building the Core Cadre

Classically, recruits to an insurgency are divided into the core cadre and later mass support. The type of people recruited by the insurgency depends on the stage of development of the resistance. Initially, the focus is on the development of a select, well-disciplined, well-trained core cadre. Once this is developed, mass recruitment can begin to occur.

While there are significant issues in the post-modern world, with classical Maoist-influenced insurgency theory, this is not one of them. To make our social networks—our communities—more resilient and prepared, we need to develop a core cadre amongst our social network. This provides us a training and leadership cadre when the rest of the community realizes "Hey, we need to start figuring out how to fight back!"

Within your social network, you need to determine who shares your specific concerns. It may be the

dude from your preparedness group that meets every week, or it may be the guy at work who is constantly bitching about politics. It may be the housewife down the street who voices concerns about the safety of the community for her children. You need to identify the core people within your social network, that share your concerns, and start forging them into an even more tightly-knit group.

In an classical insurgency, appeals to potential recruits are predicated on the belief that everyone has grievances, temptations, or other vulnerabilities. The problem with this approach for building a tribal network is that it ends up forcing people to violate their own principles. Appeals to ego, power, or recognition are powerful motivators, but they are seldom strong enough to sustain their loyalty in times of struggle. Instead, we need to focus on the base motivators of human nature. Why do people risk danger? What do people want?

Counterinsurgency expert David Kilcullen has developed what he calls his “Theory of Competitive Control.” In it, he claims that the one thing people want most is security and safety. They want stability. What we have in the United States today is not stability, and it is not security. No one knows from one day to the next if they run the risk of being arrested on fabricated charges, having their kids catch a flash-bang with their teeth, and watching their dog get curb stomped to death. It is a commonly voiced belief in America that there are two justice systems—one for the rich and one for everyone else.

People believe that taxes are unjust. As mistaken as the belief is, people believe that the rich get more tax breaks than the rest of us, and lighter prison sentences when they are convicted of tax crimes. People believe that the government puts more effort into solving crimes against the rich than they do against the rest of us. People are angry. They feel betrayed that the government is eavesdropping on their communications. They feel like there are certain views they cannot express, without fear of ending up in a Middle Eastern prison complex, after being renditioned by their own government.

These are not just complaints of the poor and disenfranchised amongst minority ethnic groups. These are complaints that are being voiced, every day, by middle-class white people. People do not feel secure and safe. People do not believe there is security.

Instead of looking to force people to compromise the values that are intrinsic to their belief systems, by telling them they “need” to become insurgents, we need to focus our message on the need to re-establish stability in our communities. We need to make our friends realize that we don't want to overthrow the government, we want the government to do the job it was instituted for: to secure to the people, the rights of life, liberty, and the pursuit of happiness.

This is the problem that so many in the “three-percent” movement simply do not grasp. Bellicose promises to “fight to the bone!” are counterproductive. It doesn't promise stability and security. It tells people, “We're not offering security or stability! We're bringing chaos and fire!” If you want to bring Suzie Homemaker into your confidence, you need to be offering her something desirable. She wants a safe, secure, stable society to raise her children.

It may be true, as Benjamin Franklin said, that “those who would give up essential Liberty, to purchase a little temporary Safety, deserve neither Liberty nor Safety.” Regardless of the truth of the statement however, it ignores the fact that human beings desire security and safety. If we cannot offer safety, no one is interested in what else we can offer. If they don't think we're going to provide at least a degree of security for their families to enjoy the fruits of their labors, they're not going to be interested in

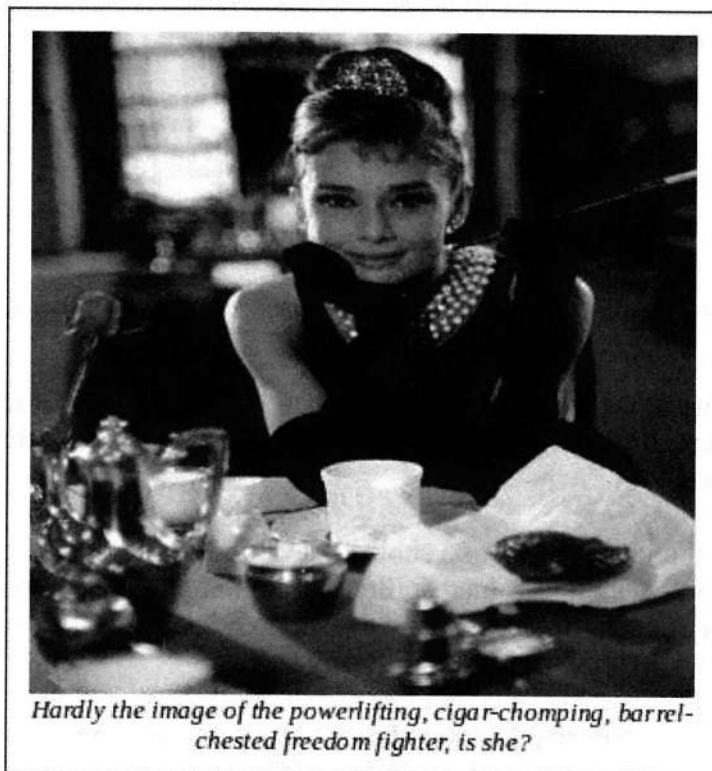
anything else we're talking about.

The purpose of the core cadre is not to create a paramilitary cell, or even a leadership cell, although it may become a default leadership cell. The purpose is to create a core cadre of trained people that can pass those skills on to others, as soon as those “others” begin to realize the need for the training. It does not mean that your core cadre all need to be power-lifting, gun-slinging, barrel-chested freedom fighters.

Every one of the people in your social network has the potential to be a useful member of the core cadre of your network. They may be young or old, rich or poor, male or female, a bad ass mixed martial arts fighter, or an out-of-shape artist.

Legendary actress Audrey Hepburn—still one of the sexiest women in cinema history—was a 14 year old girl when she joined the Dutch Resistance during World War Two. She was certainly no cigar-chomping, Special Operations macho bad ass.

Ms. Hepburn's mother was a Dutch aristocrat who had married an Englishman. Before the war began, the family lived in Britain. Following her parents' divorce though, Hepburn's mother took her back to Holland, incorrectly believing it safe from invasion by the Wehrmacht. Like many people—especially young women who were liable to end up working in a Nazi whore house—Hepburn lived in constant fear as she watched her Jewish neighbors being hauled away by the truckload. Kidnapped once to work in a Wehrmacht kitchen, she escaped and joined the Dutch Resistance. She served as a courier, carrying messages in her shoe.



What your core cadre does require are other important traits. They require commitment. If your goal is to make your community resilient and prepared for survival, then the members of your core cadre had

better believe in preparedness, and they'd better be vested in the survival of your community. We cannot use the traditional insurgency method of intentionally asking people to break the law to force their loyalty. That would be completely contrary to the concept of a restoration of constitutional rule-of-law.

Training

The purpose of the core cadre is to develop the ability for that small group to go out and develop their own small groups—now or in the future—within their own networks in the community. This requires that they have the ability to train those groups. For this reason, the initial responsibility of the core cadre is learning and training.

There is a disconcertingly large number of people within the preparedness culture who seem to believe they don't need to do any training. Whatever element of underground trade craft that is in discussion, people don't think they need to be taught how to do it properly, and they don't think they need to practice it. They seem to assume they will simply read about it, and then rise to the occasion when the situation demands it. This is ridiculous, and those people have to know this. No one is that stupid...I hope.

Competencies

It is well accepted in the gun world, that there are four levels of competency. The four levels, first outlined by the late Jeff Cooper are:

--Unconscious Incompetence--

You don't know what you don't know.

--Conscious Incompetence--

You don't know shit, but at least you're aware of it.

--Conscious Competence--

You know what you're doing, but you have to think about it and "work the problem"

--Unconscious Competence--

Mastery. You know how to do something so well that you no longer have to think about it. It happens intuitively.

All skill is a learned ability to carry out a task. Knowledge is the collection of facts, information, and skills, acquired by a person through experience or education. It is their theoretical practical understanding of a subject.

You can have a theoretical understanding of a subject, developed through reading, without having the practical skill to execute it. All skill is trained ability. There are four levels of competency in learning a skill. Jeff Cooper, the late founder of Gunsite, and the Modern Technique of the Pistol, labeled and categorized these levels. They apply equally well to any task.

If you are unconsciously incompetent, you don't know what you don't know. You may think you've mastered the skill, without even realizing that you are missing 90% of the subject material. The only way to move past this is education. That generally requires self-education to begin, because there is no perceived need to enter a classroom environment on the subject, since you don't know that there is

more to learn. Reading however, can begin to open your eyes to what you don't know.

Alternatively, watching an expert perform the same task, while explaining their process, may also go a long way towards correcting your unconscious incompetence. Experience alone is not adequate. You may do something 10,000 times, incorrectly, and still get an acceptable result, without being competent.

Conscious incompetence can be said to be the point where the light has come on. You've suddenly realized that you don't know shit about the subject. This is a sometimes embarrassing admission to make, whether to yourself or to others, but it should not be. This is the step needed to begin the road to mastery and expertise. Now, you go get training from someone who knows what they are doing. They can break the subject down into manageable portions for learning, and you can begin learning it a step at a time. This is the crawl phase of learning, if we use the crawl-walk-run model of education.

Once you have been taught how to do something, you can begin practicing it in holistic fashion, and under different environmental conditions. This is the conscious competence phase. You know the subject material. You know how to execute the skill. You need to think your way through the process however. For most people, this is the stage of learning that causes the most distress. They realize that they know how to do something, but they feel sloppy and uncoordinated doing it, because they still have to think their way through the process.

The reality is—during the development of your core cadre—there is both a drawback and a benefit to being at the conscious competence phase of learning. The drawback of course, is that if you have to apply the skill under extreme stress, the situation itself may draw your attention away from the execution of the skill and that would result in your performance falling apart. This is the reason we say, “amateurs practice until they get it right; professionals practice until they cannot get it wrong.”

There is a potential benefit to still being at the conscious competence level of learning however, when it is time to teach something to someone else. The fact that you have to think your way through a skill can help because you are less likely to overlook some detail of execution.

Unconscious competence is mastery of a skill. It is the ability to perform the skill correctly, without having to consciously think your way through the process. This is the desired end-state of practice. From shooting a gun to analyzing intelligence information, unconscious competence means you don't get distracted by external factors, and you don't need to go slow enough to think your way through the process. It just happens. Unfortunately, it has been my experience, unconscious competence can actually make teaching that skill more difficult. Too often, you can overlook apparently minor details that you no longer have to think about, but are critical to proper execution.

The balance point exists somewhere, I'm just not entirely sure where. For me, when I decide to teach those skills in which I possess unconscious competency, I have to sit down and write a complete program-of-instruction (POI) for the subject. Then I set it aside for several weeks, before I go back and write a completely new POI. When I compare the two, almost invariably, I discover details in each that I overlooked in the other. I can then combine the two POI and know I've gotten many of the details I may have missed. If I have time, I may do this once or twice more.

After that however, I find I just need to teach the class. If I've missed something in the POI, it will usually come out when the students practice the skills and fail. I can then look at the cause of their

failure and realize another detail I've overlooked.

While I'm not a particularly serious student of Asian martial arts or Samurai culture, feudal Japanese swordsman Yagyu Tajima No Kami expressed the state of unconscious competence well, when he wrote, "*Learning and knowledge are meant to be forgotten and it is only when this is realized that you feel perfectly comfortable. The body will move as if automatically, without conscious effort on the part of the swordsman himself. All of the training is there, but the mind is utterly unconscious of it.*"

It is my sincere belief that conscious competence is the highest level of expertise we can achieve in a training environment. In fact, it is the highest we should strive for, because we should be studying what we are doing, in order to discover margins for improvement. The only time we can achieve unconscious competence in the execution of a skill is during the real execution of that skill.

People who believe they need no training and education in the skills of the underground are not the people you want in your core cadre. You want interested, inquisitive people who possess self-confidence enough to recognize their incompetence, and a hunger to learn. A desire to make their community resilient and prepared is a big help in that area.

We need to develop a set of underground skills within our core cadre that will allow them to survive, but will also allow them to teach the same requisite skills to others within their own social networks. This allows our core cadre to act not as a leadership cell, but as a connection node between different elements within the greater social network. If each member of your core cadre goes and creates a similarly sized core cadre among their own social networks, you have created the nucleus of a widespread "infestation" within your community.

You don't need to build an army of insurgents to make a resilient, prepared community. By preparing your community, and making it more resilient, you will build the army of insurgents that will protect it.

Chapter Three **Jumping on the Information Super Highway**

“All intelligence is information, but until it is analyzed and assessed for accuracy and meaning, information is not intelligence. It's just information.”

--- Me, on the Mountain Guerrilla Blog

Effective collection and analysis of available intelligence information makes it possible for the underground to accomplish anything that gets accomplished. It allows the organization to establish priorities among potential targets. It allows the planner to expose, identify, and target enemy vulnerabilities in effective, cost-effective ways. Intelligence can indicate possible and probably enemy courses-of-action. In developing PSYOP product, intelligence can reveal attitudes, grievances, and specific problems of a targeted group so that PSYOP themes and messages can be precisely targeted to fit the target audience. Accurate intelligence information about terrain is essential to operational planning and successful education.

US Army Special Operations Forces (ARSOF) recognize a series of guidelines, referred to as “imperatives,” that are the guiding beacons of the philosophy of ARSOF planning. Among these imperatives are four that directly relate to the needs of community protection as an autonomous organization. These four imperatives clearly illustrate the critical nature of good intelligence collection and analysis efforts.

Understand the Operational Environment

Understanding the political, economic, sociological, psychological, geographic, and security contexts of your environment is critical to building a resilient, prepared community out of your social networks. We cannot allow our own preconceived notions of what our environment is within these contexts, influence our conclusions inaccurately. We have to KNOW our environment, not simply think we know our environment.

Without an understanding of the METT-TC (Mission, Enemy, Troops, Terrain, Time, Civil Considerations) factors of your specific situation, you cannot understand your environment. The most basic purpose of the intelligence effort is that it can answer the METT-TC factors. This allows us to begin developing a legitimate understanding of what our operational environment actually is.

Recognize Political Implications

Historically, military planners have not expended much effort concerning themselves with political implications of their actions. Wars were meant to be won, and wars were won by killing people and breaking shit. We know of course, that “war is politics by other means,” but too often in the past, the focus was simply on the military action.

Especially in the UW context however—and even more so in a communitarian context—we must recognize that any action we take—including not taking any action—will have political ramifications as a result of people's different perceptions of our actions. If we ignore the human terrain factors of these implications, it will result in blow back.

Good intelligence collection and assessment regarding the local population will assist the planner in developing an accurate picture of potential political implications of different options and outcomes. By developing a thorough picture of the mindset and attitude of the local community, the opposition, and even surrounding communities and allied organizations, the intelligence working group can provide planners with a more accurate assessment of what the perception of a given operation will be within different populations. This will also allow the PSYOP production cells the tools they need to spin information in such a way as to make it most palatable to different target audiences.

Engage the Threat Discriminately

The political implications of killing or otherwise harming the wrong people, in the context of a communitarian effort, cannot be overemphasized. Whether the wrongful killing was a result of poor planning and intelligence efforts, resulting in targeting the wrong person, not recognizing that non-target personnel would be in the vicinity of the target at the time, or just pure, dumb luck, is irrelevant.

Good training, proper planning, and solid execution of a well-developed plan will go a long way towards overcoming dumb luck. Even the best trained, most professional commando force however, will kill the wrong person if they're given inaccurate targeting information due to piss-poor intelligence efforts.

The Lillehammer Affair

Following the 1972 Munich Massacre of Israeli Olympic athletes by the Black September terrorist organization, the Mossad executed Operation Wrath of God.

An element of the Mossad assassination team was sent to Lillehammer, Norway to assassinate a man that an informant had identified as Black September operative Ali Hassan Salameh, who was suspected as one of the terrorists responsible for the Munich killings.

The Mossad agents killed the man identified by the informant by walking up and pumping four rounds into him at contact distance, in front of his pregnant wife. Unfortunately for the Mossad—and its previously impeccable reputation in the intelligence world—they shot the wrong man. The victim was a Moroccan waiter named Ahmed Bouchiki.

Six of the fifteen members of the assassination team were captured in Norway and convicted in the Norwegian courts for complicity in the murder. The political repercussions included the information revealed to the Norwegian Secret Service being shared with all European allied intelligence services, resulting in a catastrophic setback to Mossad operations in Europe for years. The Israeli government ended up paying out almost half a million dollars in compensation to the family of Mr. Bouchiki.

All because one of the most respected intelligence agencies in the world managed to identify a man of the wrong ethnicity and nationality as their target...

Anticipate and Control Psychological Effects

PSYOP efforts to build support and establish respect for your efforts among the local population—even among your social networks—will be a huge part of your underground efforts. Good intelligence work should allow you to identify potential psychological impacts on different demographics within your

social networks, as well as to target specific PSYOP products to mitigate the damage of negative impacts and blow back. This requires an understanding of the human terrain factors within your environment, something that can only be developed through good intelligence collection and accurate analysis.

What is Intelligence?

The collection of information for assessment and analysis, as well as accurate, effective analysis, and timely distribution of that information to the necessary end-users, is intelligence. All intelligence is information, but only information that has been assessed for accuracy and analyzed for meaning can be considered intelligence. Intelligence answers “who, what, when, where, why, and how,” in a timely, relevant, accurate, and specifically useful manner.

Intelligence collection for the underground can largely be expected to focus on three specific areas: information about people or groups of people, information about terrain and locations, and information about specific targets. Each of these can be formatted, using a specific military acronym that provides a framework for understanding the information required.

Human Terrain Factors Intelligence—SALUTE/SALT

Intelligence collection efforts regarding individuals and groups of people can be categorized using the SALUTE/SALT format for collection purposes. SALUTE stands for Size, Activity, Location, Unit/Uniform, and Equipment. It generally focuses on military and paramilitary organizations. SALT is a modification of SALUTE used to describe non-militant groups of people. It is the exact same acronym, without the use of Unit/Uniform and Equipment, since those may be absent in a non-armed group. Alternatively, if we look at the illustration below, SALUTE can be modified for use with unarmed groups and individuals. Any group of people can be the subject of a SALUTE/SALT report, from a group of teenagers in a car at a stop light, to the members of a criminal gang under surveillance observation.

SALUTE REPORT FORMAT	
To: (whom you are reporting the information to)	DTG: (when the report is submitted)
From: (name or identification of reporter)	Report #:
<p>Size (who): This applies to both civilians and military. Describe as “Civilian” or “Group of Civilians,” or “squad/company/troop/brigade/etc” for military or paramilitary elements. Be specific with all details available.</p>	
<p>Activity (what): Clearly indicate what has transpired and indicate the IR/PIR being answered; i.e. unusual activities by Sons of Odin outlaw motorcycle gang, rioting “Social Justice Warriors,” etc.</p>	
<p>Location (Where): Provide as detailed an address as possible. Spell street names correctly. Use business names, phone numbers, or any other data available that will facilitate future contact for follow-up exploitation.</p>	
<p>Unit (who): If applicable, use unit designation from the lowest echelon to the highest; ie: 2nd Platoon, A Co, 1/327 INF, 101st Airborne Division, or Patrol Car #203, South Precinct, Denver Police Department</p>	
<p>Time (when): You do NOT need to use the military date-time-group (DTG) format! A simple “3PM, on Sunday, the 12th of May” is sufficient.</p>	
<p>Equipment (How): Clearly indicate quantity and quality of any equipment, documents, etc, noticed or seen. You may need to make separate entries for different types of equipment.</p>	
<p>Remarks: Include any comments that are relevant to the activity that do not fit neatly into the SALUTE/SALT report format.</p>	

Conducting a SALUTE/SALT collection effort should be more than simply filling in the blanks with numbers. There needs to be a concerted effort to provide as much detail as possible. Collectors should be educated and trained (discussed later in this chapter) to provide detailed information. When it comes to groups that may be operating in your environment, you need to know a lot of information. What is their stance to your activities? Are they friendly, hostile, or indifferent? Whether you're talking about a local National Guard unit, the police department or precinct in your neighborhood, or an outlaw motorcycle gang, a SALUTE/SALT report can provide the analysis effort with the details they need to make accurate, relevant assessments of local groups' statuses, but only if your collection efforts provide adequate information.

SIZE (WHO)

What is the size of the group in question, as well as the apparent demographics? Is it a small group of ten to twenty people, or is it a large group possibly comprised of smaller, sub-groups? If it is comprised of smaller sub-groups, provide as much detailed information about each sub-group as possible.

Are they armed, colors-wearing gang members? Are they police officers? Are they pissed-off housewives? Are they high-school or college students? Are they racially homogeneous, or are various ethnicities and cultures represented?

How many appear to be leaders, versus followers? Are there different levels of leadership division?

ACTIVITY (WHAT)

What are they doing? Are they standing in a bread line? Are they standing on a street corner, with ghetto rap blasting on a radio? Are they smoking, drinking, and yelling obscenities at passing motorists? Are they participating in a riot?

Are they throwing Molotov cocktails and pipe bombs? Are they training with small-arms and small-unit tactics? Are they cruising through neighborhoods where they don't belong?

If some appear to be leaders, what are they doing that makes you think they are leaders? What behavior indicates their leadership?

In a more general sense, what are they doing that might give an indication of capabilities and intentions?

LOCATION (WHERE)

Where are they at? Where have they been seen? If you listed different activities above, where is each activity occurring? Do they have a base of operations? Do you know their address? Place-of-employment? Are they only at a given location at certain times of the day?

UNIT/UNIFORM (WHO/CAPABILITIES)

Within the military context, we use this paragraph because uniform factors can indicate unit affiliation, and that can be indicative of training levels. Training can be an indicator for probably courses-of-action. In the US Army, a group of guys with an "electric butterknife" patch on their shoulders and SF tabs above them represent a significantly different world view and level of ability than a bunch of guys from a maintenance battalion.

In the community defense context, uniforms may still be an indicator. A group of guys with Sons of Satan, Mongols, or Hell's Angels colors on indicate a different capability and threat than a bunch of yuppies in slacks and sports jackets.

It is important however, to understand fashion choices alone are not a reliable indicator in the UW context.

We need to look for other indicators of potential capabilities. Matching camouflage uniforms may be indicative of different things. Are the guys in matching multicam uniforms a group of OEF veterans who have banded together for training and assistance, or are they a bunch of local militia types whose idea of training has been predicted on sitting around a campfire, chugging beer as they trade MOLLE pouches amongst themselves?

Are they the local SWAT team, issued multicam because some administrator got a hard-on thinking he was in charge of a bunch of JSOC Jedi bad asses? Or, are they a group of airsoft geeks who had way too much disposable income to blow, playing dress-up?

Are the guys kitted out in blue jeans and Patagonia fleece jackets, with a bunch of different LBE set-ups a group of former corporate bankers, forced by circumstance to turn to more honorable forms of banditry, or is it a group of former SOF gunslingers, looking for a safe haven to settle their families?

Matching uniforms doesn't make you professional. It doesn't even make you look professional. A fat slob wearing a uniform still looks like a fat slob, because he is a fat slob. A fit, professional, competent fighting man looks like a fit, professional, competent fighting man, regardless of what he is wearing. Solid, quality training that results in effective competence is the mark of a professional. That will show, regardless of the attire of the individuals.

TIME (WHEN)

What time of day or night are they operating? Are they sleeping during the day, so they can roam the streets at night? Are they doing missions in the dark and in bad weather, or do they stay in the clubs or at their houses, avoiding inclement weather?

Do they appear to operate on a schedule? How long does it take them to complete given tasks? How fast do they travel? If they are training, do they appear to have time standards for performance?

EQUIPMENT (HOW)

What equipment do they seem to have? If they have vehicles, what kinds of vehicles do they have? Are they driving broken-down, beat-to-shit junk vehicles that were all they could scavenge, or are they driving pimped-out, low-rider Cadillac Escalades? Are they driving high-performance street racing cars, or off-road capable pickup trucks and SUV? Are they operating armored fighting vehicles?

Are they all carrying weapons? Openly? Are they all fighting rifles, or do they have a menagerie of different sporting arms? Do they have radios and NOD? Do they have anti-vehicle capabilities?

If you are looking at a group of non-paramilitaries, what equipment do they have that will assist their task completion. If you're looking at hobby farmers in a local cooperative, what farm equipment do they possess? Is there something useful you could provide to help them?

Your collection efforts will seldom provide every bit of information that the analysts would like to have. Collectors will not be able to answer every pertinent question, but it's important that they are trained to be as complete as possible in the picture they paint with the information they are gathering. This will allow the analysts to compile an accurate estimate of the situation, regarding capabilities, intentions, and probable courses-of-action of the group(s) in question, whether they are hostile, friendly, or unknown.

Physical Terrain Factors Intelligence--OCOKA

Terrain is a third force operating in your operational environment. Good intelligence information about physical terrain—particularly in an urban environment—is crucial to effective operational planning. If you are going to plan to defend the physical spaces of your community, you need good intelligence on that terrain.

Knowing how to read terrain with a practiced eye for the tactical appreciation of that terrain can make it an ally instead of an enemy. Would-be experts on guerrilla warfare like pontificate on the advantage of the guerrilla having the “home field advantage” because they “know the local terrain.” That's cool, but “knowing” the terrain, without an understanding of the physical terrain factors in an operational and tactical context, means you will not only have to fight the enemy; you'll also be fighting the planet...and

that will just suck.

Tactical considerations of physical terrain features include observation and fields-of-fire, cover and concealment, obstacles, key terrain features, and avenues-of-approach. We use the acronym OCOKA as a mnemonic memory aid. Collection of the OCOKA factors of the physical terrain is a crucial part of your intelligence collection effort.

Observation and Fields-of-Fire

When analyzing any given location, we need to assess what can be seen from that location, and what can be shot from that location, within the limitations of our STANO (Surveillance, Target Acquisition, Night Observation) capabilities and our weapons.

We also need to consider where we can be seen and shot at from, while in that position, given the limitations of potential hostile STANO equipment and weapons. Cover and concealment factors (see below) will play a significant part in this from both directions.

Cover and Concealment

What is available for cover in any given location, and what is the next available cover in any direction? Will it stop only direct, small-arms fire, or will it stop indirect fire weapons, if the enemy is so equipped? If no cover is available, is there sufficient concealment to keep us hidden from observation, given hostile STANO capabilities? What if the enemy has NOD? Thermal imaging? What if he has aerial FLIR capabilities (any geek with a thousand bucks to buy a R/C aircraft and a digital camera can, with a modicum of programming knowledge, build a FLIR-equipped UAV..

Thick, coniferous forests like we have here in the Northern Rocky Mountains offers a great deal of concealment from visible observation, as well as thermal imaging in many cases. Thick, overgrown, jungle-like swampy areas of the Southeast can offer the same benefits.

In urban areas, being inside of some buildings may offer both cover and concealment (including from FLIR and thermal imaging), or just concealment, depending on construction methods. Moving within the normal patterns of urban foot and vehicle traffic may not offer cover, but it may offer more than ample concealment to allow you an operational freedom of movement.

Don't be pigeon-holed and ass-raped by preconceived notions of cover and concealment. FLIR and thermal imaging cannot see THROUGH a solid surface. It can only present the thermal gradients of that surface. Multicam or woodland pattern BDU might aid concealment out in the boonies, but in an urban environment, you're going to look like a fucking moron. Sometimes, dressing in street clothes is far more prudent and effective as a "uniform of the day," and may be the only concealed way to approach a target.

At the same time, what cover and concealed positions are potentially available to the enemy to hide in, relative to the position you are assessing? What about if they're moving along an avenue-of-approach towards your position? How far away are those positions? Are they within the maximum effective range of your and/or your enemy's weapons systems?

Obstacles

When most people consider obstacles, they only think of man-made emplacements such as roadblocks or concertina wire emplacements. Either of these could certainly constitute an obstacle, but limiting yourself to just typical military-type, man-made obstacles will not only limit your defensive options, it will also fuck you in the offense.

Obstacles serve one of two obstacles. They either block you from going somewhere, or they channelize your movements into a desired corridor. In the first case, if they are properly utilized, they will always be watched by someone with a weapon. This may be a direct-fire weapon threat like a sniper or a rifle squad, or it may be a forward observer with a radio and the ability to call for indirect-fire weapons like mortars.

In the second case, the obstacle may also be under observation, but simply making them intimidating enough to convince you to bypass them is the goal. That may not require observation. The goal is to convince you to follow your natural human

A Military Free Fall (MFF) qualified SF ODA can access a significantly different avenue-of-approach than a static-line parachute inserted platoon from the 82nd Airborne Division. A Ranger company fast-roping onto a rooftop is using a significantly different avenue-of-approach than a company from the 101st Airborne, conducting a company air assault insertion. Of course, a Joint-Demolitions Attack Munition (JDAM) dropped from a B1 bomber at 35,000 feet above sea level is accessing a completely different avenue-of-approach than any of the above.

The critical point when considering different avenues-of-approach is knowing what the approaching force is capable of achieving. When you know what avenues-of-approach he is CAPABLE of using, then you can look at the other factors of your estimate of the enemy situation and your OCOKA assessment, to determine what avenue-of-approach he is LIKELY to use.

In order to assess possible avenues-of-approach for your own elements' use, it is important to have conducted a realistic, objective analysis of what your forces are capable of achieving. A bunch of fifty year-old accountants-turned-guerilla who have spent all of their training time playing Call-of-Duty, are not going to scale the face of a six-story building, in order to come through the roof of the neighboring building. On the other hand, a bunch of fit, twenty-somethings, who run obstacle races like the Spartan Race, for entertainment, and spend hours each week in the rock climbing gym? They might pull that off. You will not be able to determine what your people can accomplish though, without an objective analysis of their abilities.

The physical terrain of the battle space is a third force on the battlefield. Understanding physical terrain, within the context of the tactical and operational appreciation of that terrain, is critical to effective planning. The collection of accurate, relevant, useful intelligence information, regarding that terrain, is a critical aspect of the intelligence effort. It will allow you to view the terrain as an ally, rather than an enemy.

Target Assessment Factors in Intelligence—CARVER

Armed conflict involves killing people and breaking shit. The people we kill and the shit we break are what we call “targets.” The more important our targets are to the enemy, the more effective our efforts will be. CARVER is a term used by ARSOF operational planners throughout the targeting and mission-planning process to assess mission validity and requirements. It also provides a means of technical appreciation for target analysis.

CARVER is an acronym that stands for Criticality, Accessibility, Recuperability, Vulnerability, Effect, and Recognizability.

Too often, when keyboard commandos and militia “commanders” discuss the implications of applying UW methods, they demonstrate their ignorance by simplifying the discussion to saying they will use raids and ambushes to destroy the enemy's power structure. While the dictum “Keep it Stupid Simple” certainly applies (in multiple ways in this case), oversimplification is just as much an intellectual flaw as unnecessary complication. Yes, raids and ambushes are the fundamental tactics of small-unit warfare, but a sound technical grasp of the strategic target selection and analysis is an important contributing factor to the effectiveness of those tactics.

Like all other forms of intelligence collection, the relationship between the CARVER assessment process and the human and physical terrain factors in the operational environment are incestuous. Both the physical terrain factors and the ability of their forces to traverse that terrain, and the tactical expertise of their forces are critical to a proper assessment of the CARVER factors of any proposed target.

The CARVER assessment factors provide a method of selecting the targets or components for targeting that will provide the greatest value in an objective cost-benefit analysis of risk v. reward. As each factor is considered, it is provided with a numerical indicator of that factor's relationship to the target. The values are then placed in a decision matrix that provides a numerical indicator of the relative value of different targets or components.

SAMPLE STRATEGIC CARVER MATRIX APPLICATION							
TARGET SYSTEMS	C	A	R	V	E	R	TOTAL
Bulk Electric Power	5	3	3	5	5	5	26*
Bulk Petroleum	5	3	5	4	3	5	25*
Water Supply	3	5	3	5	5	3	24*
Communication Systems	3	4	5	2	2	2	18
Air Transport	1	1	3	1	2	2	10
Ports and Waterways	1	1	2	1	1	1	8
Rail Transport	2	4	4	1	4	3	18
Road Networks	1	5	3	5	2	5	21

*Indicates target systems suitable for attack. In this example, the Bulk Electric Power target system has been selected.

*Sample Carver Matrix from **FM 34-36 Special Operations Forces Intelligence and Electronic Warfare Operations**, 1991*

As we will see in the second half of this chapter, the matrix does not determine the target, but the sum of the values may provide an indication of the highest value targets or components to be attacked, within the limits of the requirements of the operation. Determining the information within the CARVER matrix requirements of potential targets should be considered an essential intelligence collection effort. Final analysis of the matrix is an analysis task, but without the requisite intelligence information being collected, the analysis working group will not have adequate information to make accurate assessments.

Community defense effort leaders must consider all potential effects of particular target selection. Both positive and negative impacts must be considered, with only those targets offering the greatest benefit in the risk v. reward analysis being selected as targets. Random, uneducated selection of targets for attack is a fundamentally useless waste of limited resources for the partisan force. Collection of valid intelligence information, relevant to the CARVER matrix, will allow the operational planner to select targets for attack that offer the highest possible return on material and manpower investments.

Criticality

A potential target may be considered critical when its destruction or severe damage will create a significant negative impact on the enemy's ability to continue projecting force in the operational area. Criticality cannot be accurately assessed without knowledge of several key factors:

How rapidly will the destruction of this target impact operations? Will it happen immediately, or will there be a noticeable

delay? The destruction of the enemy force's vehicles may immediately preclude mounted patrolling operations, whereas destruction of his fuel depot may not impact the patrol schedule until the surplus maintained at the unit level are depleted. The relevant information to collect would be information regarding amounts of fuel stored at the unit level, as well as SOP for low-fuel supply emergencies.

What percentage of hostile operations would be curtailed by target damage or destruction? What level of damage must be incurred in order to ensure a given percentage of operational curtailment? If I destroy all of their vehicles, will it curtail 100% of their patrolling operations, or will they resort to foot-mobile patrols? If I destroy X percentage of their vehicles, will it create a Y percentage reduction in their operational ability?

Do substitutes or replacements for the damaged assets exist within the enemy's logistics tail? How long will it take for him to put those substitutes/replacements into place? How many trucks does the enemy have at their next closest operational base? Can they stage those forward to replace the destroyed vehicles? Do they have other vehicles that can be used to replace the vehicles? Can they commandeer vehicles from the local population?

In scaling the criteria, an immediate halt to operations, because the target cannot function without it results in a score of 9-10.

If operations will halt within one day, or the destruction of the target will result in a 66% or greater curtailment in operations, the criticality score for that target is 7-8. If operations will grind to a halt within one week, or it will result in a curtailment of 33%, the score is 5-6. Within 10 days, or a 10% curtailment scores a 3-4. A lack of significant impact results in a score of 1-2.

Accessibility

In order to be realistically subject to attack, a target must be accessible. While it can be accurately states that no target is completely inaccessible, some high-value targets will be, for all intents and purposes, inaccessible, based on the capabilities of the attacking force.

A target can be considered accessible to attack when it is possible for the maneuver element of the attacking force to physically infiltrate the target's immediate area, or the target can be effectively engaged with direct or indirect-fire weapons (assuming the attacking force has access to indirect-fire weapons). A target may be considered accessible even if access requires the assistance of knowledgeable insiders.

Assessment of accessibility requires the consideration of multiple potential infiltration and exfiltration routes and methods for the attacking force, and measuring those things such as route security concerns of the attacking force, the requirements of barrier penetration, obstacle negotiation, and other factors that may aid or impede access.

There are four basic factors governing accessibility: infiltration from the staging base to the target area, movement from the point-of-entry to the target objective, movement to the critical area of the target, and exfiltration. Accessibility factors that must be evaluated may include active and passive early warning devices, road and rail transportation systems, physical terrain factors, human terrain factors of the attacking force, defending force, and surrounding population, natural or man-made obstacles and current and climactic weather conditions. Accessibility is measured in terms of relative ease or difficulty of movement for the attacking element and the likelihood of detection and/or compromise.

Accessibility criteria is scored as a 9-10 if the target is easily accessible, or stand-off weapons can be employed. If it is inside a perimeter fence, but outdoors, accessibility is 7-8. On the ground floor of a building equals a 5-6. Inside a building with access to another floor required is a 3-4. Inaccessible or accessible only with extreme difficulty: 1-2.

Recuperability

The ability of the enemy to repair and replace the target to service, or to replace the targeted components is a critical element. This will vary, depending on the target, as well as other variables that may only be known during the actual planning process. The effects of economic depression and inaccessibility of funding, or the lack of a manufacturing infrastructure or market source for the target item or component will be a determining factor. In the case of an individual key leader, the level of training and organization within the hostile force will be a determining factor. Does the enemy leader have subordinates that are trained and qualified to replace him? Will there be a power struggle within the organization if the key leader is killed or gravely injured? How long will it take to resolve the power struggle?

If replacement, repair, or substitution will require one month or more, the value of the criteria is 9-10. If it can be replaced

within one month, but will require more than one week, the value is 7-8. Replacement in 72 hours to one week is 5-6. Replacement in 24-72 hours is a criteria score of 3-4, and same day replacement is worth a value of 1-2.

Vulnerability

The vulnerability of a potential target is a measure of the actual ability of the maneuver element of an attacking force to cause the requisite damage to destroy the target, given the attacking force's organic or available inorganic weapons and assets. If an attacking force is limited strictly to direct-fire small-arms, a troop of armored fighting vehicles (AFV) parked in its laager is not particularly vulnerable, but if that unit has access to improvised or commercially manufactured explosives, or anti-armor weapons, then the AFV are considerably more vulnerable.

A target can ultimately only be considered vulnerable if the maneuver element has the capability and expertise—or can borrow or otherwise acquire that expertise—to successfully attack and destroy/damage the target. Vulnerability will largely be predicated on the nature of the construction of the target or component. Soft-skinned vehicles are inherently more vulnerable than armored vehicles. Personnel are more vulnerable than material assets. Vulnerability is also predicated on the amount of damage required to affect its recuperability. The tires and oil pan on a soft-skinned vehicle are considerably easier to damage than the tracks on a M1A2 Abrams tank.

Finally, it will also be predicated on the assets available to the attacking force. The potential applications of open-source UAV technology, locally-manufactured HE weapons, and the ready availability of heavy-caliber, anti-material weapons like .50 BMG rifles all provide interesting mitigators to the vulnerability assessment of various potential targets and components.

Assessment of the vulnerability of various potential targets is too dependent on various unknowable factors for me to provide a numerical weighting in the context of this manual.

Effects

The effects of a targeted attack are the measure of positive and negative impact on a range of possible military, political, economic, psychological, and sociological on the human terrain factors in the operational area. This is intimately related to the measure of target criticality. The types and magnitude of various effects will provide planners a value for selecting targets and target components to attack.

Effects in this context may include both intended and unintended consequences. In UW environments, effects have historically addressed only the human terrain factors at the local level, but strategic considerations must be included as well. Destruction of a given target may have an impact on people or operations hundreds or even thousands, of miles away.

The effects paragraph must however, include the public perception of the destruction of the target. Destruction of a key bridge may seem like a military necessity, but if it is the sole route for members of the general population to travel to and from work and home, the public perception impact may be negative, leading to a decrease in support from the population, even if the destruction of the bridge provides protection from attacks by elements from outside the community.

While the destruction of the bridge will curtail the conduct of outside raids by criminal elements, the greater impact will be the effect of not allowing the local populace to make a living.

Effects also include possible retaliation by opposition forces on the civilian population. Will it destruction of the target result in countermeasures? To what degree? Will that impact the support of PSYOP themes? Will the retaliations force the noncombatant population to support the enemy, or will it drive more of them to support your efforts?

Collection efforts for effects analysis will focus on human terrain factors among the civilian populace and the enemy, as well as physical terrain features in the event of targeting analysis of infrastructure components like bridges, buildings, and utilities.

Recognizability

This pertains to the degree to which a target can be easily identified by operational elements and/or intelligence collection asset, under adverse conditions. Weather conditions are an obvious factor in recognizability, but other factors will play a role. Distance, light, and season must be considered, as must size and complexity of the target or component. The existence of distinctive target signatures and the presence of masking or camouflage may be factors.

If the target is technological in nature, the technological sophistication of the attack force personnel may be a factor. Can they recognize the key node of the target?

If you are targeting a key opposition leader, is he easily recognizable amongst his confederates, or does he have a member of his staff or close confidant who bears a striking resemblance and may be accidentally targeted due to difficulties with recognition under stress?

If you are conducting a raid or ambush, can you recognize the target building or vehicle? Are you going to hit the wrong house or vehicle, causing negative effects?

The single best intelligence collection effort for recognizability is the acquisition of photographs and/or diagrams of the target or target components in question, as well as similar data on objects or persons that bear a close resemblance, leading to potential recognition difficulties.

Establishing recognition criteria involves determining how easy it is to recognize the target under varying visibility conditions. A target that is clearly recognizable under all conditions, and from a distance, and requires little or no training to recognize has a criteria value of 9-10. A target that is clearly recognizable at small-arms range and requires only a small amount of training to identify is worth 7-8. Targets that are difficult to recognize at night or in inclement weather, or might be confused with other targets or components, and thus require some training for recognition possess a value of 5-6. If the target is difficult to recognize at night or in bad weather, even in small-arms range, and/or requires extensive training for positive recognition is valued at 3-4. A target that requires special expertise to recognize under any conditions possesses a criteria value of only 1-2.

Analysis-Specific Considerations of CARVER

Much of the detail of the CARVER matrix and process is analysis specific. This does not detract from the value of the matrix outline for training purposes of intelligence collection efforts in regard to target selection information.

Once evaluation criteria for a specific target has been established, a numerical ranking system is used to rank each potential target. On a scale of 1-10, a 10 is indicative of a highly desirable factor from the attacker's PoV. A 1 is indicative of a target that is fundamentally off the table for operations within the capabilities of the attacking force. In order for the CARVER matrix to have value as an analytical tool, analysts must possess the knowledge and ability to tailor the criteria and the rating scale to the intelligence information available to them regarding the strategic and tactical situation in their operational area, for their operational elements, as well as for the specific target.

The importance of understanding the synergistic effect of all factors on the targeting process cannot be overemphasized!

Intelligence Information Collection Sources and Methods

Within professional intelligence services, there are various sources available for the collection of intelligence information. These range from common and easily accessible methods like human intelligence (HUMINT) and Signals Intelligence (SIGINT) to more obscure, specialized sources and methods such as financial intelligence (FININT) and cyber intelligence (CYBINT). For unconventional warfare within the context of communitarian autarky, we will focus on a few basic collection sources and methods.

These include HUMINT. This is the collection of information from human intelligence sources. This may include the efforts of individual members of your network collecting information, or through the "Tactical Questioning (TQ)" of individuals who have had access to the information required. Within the context of HUMINT collection, we include interrogation of detained hostile personnel¹.

Also included in intelligence sources for UW applications in the context of the partisan underground is SIGINT, including communications intelligence (COMINT), and Imagery Intelligence (IMINT). Finally, there is the all-encompassing Open-Source Intelligence (OSINT) which may include elements of all of the preceding.

¹ Due to my signature being affixed to the bottom of various non-disclosure agreements, I will NOT discuss TTP for interrogation of detained individuals within this manual.

HUMINT

Human intelligence collection is the collection of information by and through humans. This is the role of the spy and the scout in the popular imagination. HUMINT efforts can be the most effective, reliable source of intelligence information, because it involves a thinking, analyzing, presumptively intelligent human being on the ground, making decisions about the information, in real time. The ability to follow-up on leads and answers immediately, offers significant potential benefits to the human intelligence collector.

Unfortunately, due to the inherent flaws in the human character, it is also entirely possible for HUMINT collection to be completely, totally fucked up and inaccurate. This can result from source bias and/or improper collection/observation, or inadequate recollection and reporting methods.

Every member of your network is potential information collector. Within your core cadre, everyone—including young family members—should be trained as a collector. In the US Army, this is currently the subject of specific training doctrine, referred to as “Every Soldier a Sensor” or “ES2.” For the sake of brevity and saving ink, I will use the same abbreviation. Consider it “Every Survivor a Sensor” if it makes you feel better.

Remembering the principle of ES2 provides a method reinforcing the importance of making information collection efforts at all times. Each of us has a developed level of situational awareness of our surroundings, and our position within those surroundings. This level of situational awareness, whatever it may be—and it can be trained and improved, as we will discuss in the next chapter—is what allows us to collect information from within our environment, through observation and interaction with others in the environment.

This may take the form of passive or active efforts at information collection. Passive collection efforts can be defined as simply observing what is around us, including listening to what the people around us say. It is simply noticing what there is to be noticed in the environment. Active collection efforts include raw observation also, but it is the targeted collection of specific information, most often expressed as Intelligence Requirements (IR) or Priority Intelligence Requirements (PIR).

IR and PIR

IR and PIR are specific pieces of intelligence information that analysts and/or planners require in order to complete the intelligence picture of the battle space. While there is no specific, standardized format for intelligence requests, well-developed requests do share some commonalities:

They ask only one question.

They are specific. They focus on a single fact, event, or activity.

The request the intelligence required to support a single decision.

Examples of well-developed PIR, in our context might include:

How many trucks does the enemy have in their yard?

What size of force is defending the bridge?

Is the bridge intact?

These are specific, precise questions that an intelligence leader can put forth to his collectors with the confidence that they will be able to find a useful answer.

Passive collection is the most basic form of information collection. It is also the safest. It should be the focus of all initial intelligence collection training. Passive intelligence collection can focus on things as simple as SALUTE/SALT reports regarding people or groups seen in the area, or a collection of information regarding the physical terrain features observed. Collection of both of these pieces of information will go a long way towards allowing analysts and planners to develop a complete, accurate intelligence picture of the operational environment.

The importance of collecting detailed observations during passive collection efforts cannot be stressed enough. God, as they say, is in the details. People in our post-modern American culture of fast-paced action movies filmed with jerky cameras and ten second commercials, have to be specifically taught to slow down and look for details in their observations. It takes practice to develop competency in this.

“Hey, what state was that truck that just passed us from?”

“How the fuck would I know? What truck?”

“Did you not just see the red pickup that passed us going at least 90MPH?”

“Oh, that one? Yeah, I saw it!”

“Well, where was it from?”

“How the fuck would I know?”

“What license plates did it have on it?”

“Oh, Texas!”

“Great! Good job. How many people were in the truck?”

“Uh...uhm...two?”

“No, there were three. There was a car seat in the back seat, with a toddler waving at us as they went by.”

“Oh...”

“Hey, what was the name of the street we just passed? On the right.”

“I don't fucking know!”

“It was Honeysuckle Lane.”

Details are required to put information into context. “We were passed by a truck,” is absolutely useless. “We were passed by a red Ford pickup truck, with Texas plates, near Honeysuckle Lane.” It has a driver, a passenger, and a toddler in the backseat,” however, might be useful information. It certainly provides information for a SALUTE/SALT report.

Active collection efforts may include simple observation of the environment, but it is observation in search of specific, targeted information, based on the IR and PIR requirements provided. “Hey, we need to know the address of the person who drives a red Ford pickup truck with Texas license plate XYZ 123.” I’m not just looking for information. I’m looking for a specific piece of information. I may simply drive around the neighborhood near Honeysuckle Lane, hoping to get lucky and see it in the driveway, but there are better options available to me, even within the context of HUMINT collection efforts.

HUMINT collection can—and most certainly should—occur at all times within your operational environment, through ongoing observation and recording. It consists of becoming as familiar as possible with the environment, including human and physical terrain factors, in order to recognize when changes occur. At its most fundamental level, it is no different than the efforts of the old-time peace officer, walking a beat. He wants to recognize what has changed, and then determine why it changed.

Not everything will be observable simply by walking or driving by and looking though. Occasionally, we will need to put boots on the ground, and interact with people, in order to meet our needs. This is where Tactical Questioning plays a role.

Tactical Questioning (TQ) is a critical element in urban HUMINT collection efforts. Through TQ, we can leverage the observation and knowledge of the people we come into contact with as our eyes and ears, when we cannot be around, or we lack specific environmental knowledge. TQ involves asking specific questions to answer the “who, what, why, when, where, and how” of things we need to know.

TQ is NOT interrogation. TQ is social engineering. It is about using questions and basic human communications skills to initiate and maintain a conversation with someone who has, or may have, information relevant to your collection efforts. It requires the use of open-ended questions in order to be the most effective.

Open-ended questions are those questions that require a more detailed question than a simple “yes” or “no.” Open-ended questions are questions that require a narrative answer. They are initially broad in nature, allowing the subject the freedom to answer. They serve as an invitation to talk. This encourages discussion, setting you up to ask more detailed, specific follow-up questions, relevant to your needs, as the subject narrates his answer to your more broad opening question.

Follow-on questions however, should be limited to the absolute minimum required to keep the subject speaking and on track. Being a good listener, rather than trying to interject your own conclusions, biases, or guesses, on the speaker will allow the individual to talk, and you to listen and observe.

In order to maintain the conversation, collectors need to learn to be good conversationalists. This requires following a few basic guidelines. These are not fucking rocket science. They are the most basic level of social engineering.

These guidelines include avoiding the use of technical jargon or exclusionary slang when questioning a subject who will not understand or appreciate the jargon. I learned this the hard way.

Social Engineering

Social engineering, in this context, refers to psychological manipulation of a targeted individual to coerce the performance of an action or the divulging of confidential information. All social engineering techniques are based on specific attributes of human decision-making known as cognitive biases. These biases are exploited to create attack techniques.

In this case, the attack technique plays on the natural human tendency to appreciate someone who will listen to us talk.

Years ago, I had a neighbor who raised cattle for a living. The only things I know about cattle is that I like my steaks medium-rare, and milk gives me gas. I had no way to intelligently discuss cows with him. In trying to carry on friendly, neighborly conversations with him, I used the same vocabulary and speech patterns that I used as a soldier and in college. One day in mid-sentence, the neighbor gave me a dismissive wave of his hand and shook his head.

“Son, I just can't understand how you talk.”

That was a revelatory moment for me. I knew, as an experienced SF soldier, that I needed cultural awareness and sensitivity, in order to work with local indigenous forces in a foreign country. This helped me build rapport and establish a useful connection with my host nation counterparts. While I knew—at an intellectual level—that there were multiple sub-cultures within the United States, I had never internalized the need for the same cultural awareness and sensitivity when talking to my next door neighbor. We need to be able to “speak the same language” as the target of our TQ. Even if we think we both speak English, that may not be the case. The English spoken by an Arizona cattle rancher is not the same English spoken by a Chicago suburbanite, accents aside.

The second conversational guideline is be willing to open up and reveal something about yourself. Self-revelation is a critical element in building rapport. It need not be sensitive personal security information, but you should be willing to discuss a shared interest. The fact that the subject mentions he likes to read should not be leveraged into an opportunity to provide a lecture on your fascination with Russian literature, and why you feel Chekhov was such a better example of the collective psyche of the Russian people than Nabokov. Using some minor shared interest with the subject as an ice-breaker can contribute to the conversation and/or keep it going.

“Oh, wow! Is that the sixth season DVD collection of **The Big Bang Theory**? Man, I love that show! It's the funniest thing on television these days! I've even got a 'BAZINGA!' t-shirt!” can work as an opening gambit to a conversation. You'd better actually watch the show however, or you're going to look like a complete jackass when the subject turns around and wants to discuss Sheldon's apparent intellectual inability to related to other human beings. You'd better know who and what the fuck he is talking about, and you'd better be able to relate that understanding with the subject. Attempting to create a false rapport with a subject, using a genuine interest of theirs will backfire.²

The third guideline is to remain cognizant of your non-verbal communications during TQ. It is important to recognize that non-verbal communications—particularly kinesics and proxemics—represent a significant portion of the message you successfully portray to the subject.

2 I DO own a 'BAZINGA!' t-shirt, and I do think that show is the funniest shit on television today. Further, after several seasons of watching the show, I am convinced that Sheldon's apparent inability to relate to other humans is actually an affectation based on a desire to portray a Spock-like emotional superiority. Yeah, I'm a geek. Fuck you.

Kinesics in Tactical Questioning

Kinesics is the interpretation of body language communication, including facial expression and gestures. It encompasses nonverbal communication expressed by the movement of any part of the body, or the body as a whole.

There is a pop-science myth that claims that 93% of communication is non-verbal. This myth claims that “studies have shown” that you can interpret 93% of a foreign language film, based solely on observation of kinesics alone.

The misunderstood study was conducted by a Dr. Albert Mehrabian. What the study actually concluded was that 55% of the total impact of a message is predicated on kinesics. 38% is predicated on tone, volume, rate of speech, and vocal pitch, with only 7% of impact resulting from the actual verbiage used.

*Contrary to the popular mythology, Dr. Mehrabian's study focused on the communication of **emotion**. Kinesics won't deliver 55% of your message. It will reveal the underlying emotions, motives, and feelings behind your message however. The subject you are questioning will evaluate most of the emotional content of your message through observation of your body language, rather than what you say or do. There are a couple of important lessons in this, from the social engineering standpoint.*

1) You need to believe in the truth of anything you tell the subject. The kinesics that reveal deception can be masked, but it takes specific, dedicated training and practice. Most people who consider themselves “good liars” actually suck at it. They've just never been questioned by an experienced questioner.

2) You need to study the specifics of kinesics to help provide your own polygraph. It is extremely helpful, during tactical questioning, to be able to recognize when a subject's kinesics are indicating truthfulness or possible deception.

The fourth conversational guideline for using TQ is to use any appropriate titles, ranks, or other verbal expressions of position. If none of these are apparent or appropriate, at the very least, use the name they offer you, and use it frequently. Everyone's favorite topic of conversation is themselves, and everyone appreciates being shown respect, especially if it respect they have—or feel they have—earned.

The fifth conversational guideline for using TQ is to use humor as often as possible, but carefully. Avoid giving offense. This requires the cultural awareness to recognize what is and is not off-limits within the subject's world view and/or religion.

Avoid allowing your personal cognitive biases, resulting from your own cultural, organizational, or educational influences, to cause you to make judgments about subject's based on age, sex, religion, or appearance. Unless you fit all of the exact same categories, your assumptions are probably incorrect or incomplete. You will do nothing but insult the subject, and make yourself look like an ignorant prick.

In a nutshell, everything you need to know about successful social engineering for initiating and maintaining conversations successfully for TQ was written down in an easily digestible format in a classic work of American business and social literature in 1936. Dale Carnegie's **How To Win Friends and Influence People** really is “the only book you need to lead you to success” as the subtitle proclaims. It should be required reading for every high school student in America. If you've not read it by the time you're twenty-one, your parents and educators have failed you, dismally.

The US Army's **Tactical Questioning: Soldier's Handbook, NOV 03**, provides a list of sample questions, originally conceived for soldiers manning Traffic Control Points (TCP) roadblocks, but that are supposed to serve as a broad guideline for developing similar questions to teach people the types of simple, open-end questions we are looking for during the TQ process.

Sample questions include things like, what is your name? Where do you live? What is your address? What do you do for a living? Where are you going? What are you doing there? These are pointed questions that require specific, narrative answers. They don't offer the subject opportunity to be vague or misleading. They are useful gambits for initiating a conversation, rather than an interrogation. Especially when the collector is trying to gather specific, targeted information to fulfill IR and PIR requests, the ability to get the subject to open up and start talking, so that the conversation can be led where you want it to go is the key.

The point is that the specific questions are not the point. The point is using open-ended questions that require specific answers is what will allow your HUMINT collector to leverage TQ to their benefit. You should keep the questions as pertinent as possible to the needs of your IR/PIR requirements, but don't be afraid to follow the subject down the occasional rabbit hole to see where it takes you. An occasional dive into the subterranean region of off-topic is seldom a bad thing for the results of your collection effort, as long as you can steer him back on topic is you realize he's not coming back on his own.

Things to stay away from during the TQ process include the use of intimidation to coerce information from the subject. "Tell me what I want to know, or I'm going to kick your ass," might work, but only if the subject actually believes you. Make that kind of threat often enough and someone is liable to make you prove it. You may find out that you cannot.

If the subject legitimately doesn't have the answers to the questions you're asking, then threatening him, or even simply beating his ass, may get answers or it may not. If it does get answers, they're going to be the wrong ones. Torture or "enhanced interrogation" can work—whichever term you prefer—but it can fail just as easily, and in the modern world, the political implications, when the news gets out, may be too negative to overlook.

The Army insists that offering money or recompense in exchange for information. This flies in the face of Army efforts historically. During the initial insertions of SF and OGA personnel into Afghanistan, teams were inserting with millions of dollars in greenbacks to pay for help and information. The idea behind that advice now is the result of lessons learned. We've seen that, when you pay someone for information, and that information is used for targeting, the informants start realizing the potential. Suddenly, you've got this dude asking for money for intelligence targeting information that you "need" to have. You take his information down. It sounds legit, because dude knows how to frame the story now, so you pay him, and you go do the hit. Only problem is, the dude you just smoked—in front of his wife and kids—was not the enemy. He was just some poor bastard that the informant had a personal beef with, and saw having the Americans kill him, as a way to get rid of that beef. You've wasted money, and you've wasted political capital.

SIGINT

Signals intelligence is information collection efforts conducted by the interception and analysis of signals. This may range from communications between people—referred to as COMINT—or from the patterns of electronic signals not directly used in communications, referred to as ELINT.

For the underground partisan in our context, SIGINT will focus primarily on COMINT. Typically in the preparedness culture, people possess at least a passing familiarity with COMINT, focused on the use of shortwave "HAM" radio and emergency services frequency scanners to listen to and decipher radio

traffic. An often overlooked aspect of COMINT in the preparedness world however—at least from the collection and analysis point-of-view—is the use of social media like Twitter and Facebook.

Facebook can be an extremely valuable tool for the underground partisan, despite the often exaggerated risks. Social media is defined by communications between people. Whether the subject is “sharing” something on a friend's Facebook page, observing what others are posting on his friends' walls, or posting commentary on his own “wall,” and observing the commentary on his own, there is a whole lot of COMINT product available to the Facebook user.

From link analyses of the social networks of targeted individuals, to the interception of conversations between different individuals on Facebook, social media can be an extremely useful tool for the collection of intelligence information regarding human terrain factors. Of course, if all of your Facebook “friends” live 1000 or more miles away from you, the usefulness and relevance of the information gathered may be limited.

Social Media COMINT

There is a great deal of human terrain factors intelligence that can be gathered from the communications that occurs on FB. Ranging from determining where someone lives—even if their residence is not listed on their profile—to the vehicle they drive, the food they eat, and the names of their children. Anything covered by a SALUTE/SALT report is information that can be collected from study of communications that occur on social media sites like FB.

Even if someone is security conscious enough to realize the importance of not putting that sort of information, many times it will be their friends or family members that will cause the errant slips of information that destroy their attempts at security consciousness. While there are methods to overcome this, most people simply do not give a shit, or are worried about offending others, and so they don't do anything to remedy the lapses in security that result from the communications of others.

This of course, is the most common reason I hear stated amongst survivalist for not having a social media presence, such as FB. As we will discuss in the chapter on counterintelligence efforts, this is simple to overcome with even a modicum of effort. The intelligence collection and networking possibilities of a controlled social media presence greatly outweigh the potential risks.

The collection and analysis of useful COMINT information on social media communications, ranging from people's hobbies and interests to their professional responsibilities and political orientation, can provide a boon of useful knowledge to the underground core cadre, for everything from recruiting to “background” investigation of potential new contacts, to assess security risks.

To a limited degree, even intelligence information about physical terrain factors can be gathered from COMINT sources like social media. Someone posting photographs about roadway closures, or a conversation occurring on someone's Facebook about the fact the “Highway 19 is shut down for road construction for the next three weeks!” provides information about avenues-of-approach. A photograph of a neighborhood or community can be mined for information about almost any aspect of the OCOKA factors.

While we certainly should continue to consider the value of HAM radio interception for COMINT applications, it is important to remember that COMINT is much, much more than simply a bunch of radio geeks sitting around talking about the weather on the amateur radio frequencies. Whether you are

eavesdropping on a conversation between a table full of cops, while out for Chinese food with the wife, or you are monitoring what people are discussing amongst themselves on Facebook, there is gold mine of potentially useful information available from COMINT resources, all around us.

IMINT

Imagery intelligence collection efforts focus on the information that can be collected from imagery such as photographs, maps, and other visual references to the subject of the intelligence collection effort, including video footage. Sources can range from photographs on the Internet, like people's photo "albums" on Facebook, or Google image searches for photographs of the subject, to maps and satellite imagery for the collection of physical terrain features intelligence.

Imagery analysis can be difficult, due to the challenges of extrapolating facts about people or places based solely on photographs, without other contextual information. While anyone who can read a map can gather a lot of information about the physical terrain features of a location simply by studying topographical maps of that area, extrapolating meaning about the various OCOKA factors—relative to the other OCOKA factors—can be difficult without more information. It can be done, but IMINT should never be relied on as a sole source intelligence asset. There is simply too much room for misinterpretation and lack of data to provide an adequately robust chance of accurate analysis.

Whether we are extrapolating data from photographs, about human terrain factors or physical terrain factors, or data about physical terrain features alone from satellite imagery or maps, we need to consider the conclusions we draw in light of intelligence information collected from other sources. Nevertheless, there is a great deal of potentially useful information that can be gathered from imagery, given practice, and a model framework to use that can drive our collection efforts. The SALUTE/SALT format for collection of human terrain factors, and the OCOKA format for collection of physical terrain factors, combined with the CARVER format for the collection of information specific to potential targets, whether human or material, provides us this framework.

For an example of some of the information that can be extrapolated from a simple photograph, look at the example provided on the following page. From a simple illustration of a guy with a gun, at the range, a lot of potentially useful information can be concluded. Any conclusions we make will, of course, need to be measured against known factors, or—at least—by assumptions and conclusions drawn from other intelligence sources as well, but it does provide a useful starting point. If nothing else, IMINT efforts can provide focus for our HUMINT efforts. It can provide IR and PIR needs that can drive the passive collection efforts of HUMINT collectors, as well as form the basis of TQ efforts during active collection efforts.

OSINT

Open-Source Intelligence is the collection of intelligence information from available, non-classified, non-confidential sources. This can range from newspapers and television media sources, to the aforementioned social media sites like Facebook and Twitter. OSINT may come from conversations with people at social gatherings like company picnics, trade shows, and other places. HUMINT, COMINT, and IMINT can all be gathered from OSINT sources.

An Example of Imagery Intelligence

If we look at this image, taken from the Rifle chapter of this book, we can see examples of the potential of imagery intelligence efforts.

Some of the things we can see and conclude might include:

The heavily insulated warm winter jacket, along with the small amount of snow in the background, along the left side of the photograph tell us it is cold and winter time. The absence of warm hat, heavy gloves, and cold-weather boots however, tells us that however cold it is, the individual in the photograph is obviously accustomed to cold-weather conditions. This could indicate that he lives in a cold-weather climate. The assumed ownership of an expensive, winter-specific coat would probably reinforce this conclusion.

The bright blue sky and the lack of meaningful snowfall in the picture, despite the apparent cold, might indicate that this is an area that, despite the cold, doesn't get a particularly heavy snowfall. A closer look at the plant life on the hillside—were it possible in the context of the book, would indicate a “high desert” ecosystem. This would indicate the region generally known as the Northern Rocky Mountains. Since this appears to be a relatively well-constructed shooting range, a search for public ranges in the Northern Rocky Mountain states might allow us to start looking for satellite imagery of known public ranges, in order to find those with similar construction features (go ahead and try. It was a private range) to tighten our search area for specifically where this range was located.

In the realm of human terrain factor, the subject's attire (“uniform”) and equipment is an indicator. The expensive coat, gun company ball cap with the American flag on it, the expensive hiking boots, and the Safariland holster are indicative of disposable income. That puts the subject squarely in the American middle-class economically and socially.

The choice of an AKM rifle can be interpreted to mean that he is either a) someone who “knows” enough to know that the AKM is inherently superior as a fighting rifle, or b) knows the importance of training with a variety of different weapons, to ensure cross-platform operability (or, since the safety selector switch is on “SAFE” and the finger is off the trigger, it could mean he was posing for photographs for a fucking book...).

If the analyst knows guns and shooting, then he may deduce that the shooter in the photograph is well-trained, based on the firing position and the way the gun is being held. He would also deduce that the subject is physically active, since despite the concealment of his torso by the puffiness of the jacket, nothing in his facial structure or the legs indicates obesity, and the mountaineering design of the coat and the backpacker boots might indicate an outdoorsman.

There is a lot of potential information that can be drawn from imagery intelligence efforts. Ensuring that the information is accurate, relevant, and useful however, requires corroboration from other other sources.

Espionage has been defined as the “stealing of secrets.” This is an accurate assessment, and provides a useful point of comparison for OSINT collection efforts. Espionage is illegal because it involves the theft of confidential or classified information owned by others, and the dispersal of that information was not intended by the rightful owner(s) of that information. If our goal is communitarian autarky, rather than active revolt against the government, then espionage is a poor choice of methods, since it is—rightly—considered an act of war.

*OSINT may include any type of intelligence source.
HUMINT, COMINT, and IMINT can all be collected from OSINT sources.*

Open-Source intelligence collection efforts on the other hand, take advantage of information that the owner WANTS you to know. It is advertising, or other information that the rightful owner(s) have made available to the public domain, for whatever reason. Since it is comprised of information that has not only been willingly revealed by the owner(s), and because it is widely and easily available to anyone, information available from OSINT sources is often considered less valuable than “secret” information that could only be gathered by spies.

Despite this misconception estimates conclude that 70-90% of useful intelligence effort results from the use of OSINT sources for collection. There are numerous sources of information for the intelligence effort. These may range from the presence of a “source” inside the opposition’s organizational structure to the exploitation of materials gathered as a result of a successful raid or ambush, during combat operations. They may be the result of debriefing defecting personnel, or from interrogation of detained opposition personnel. All of these are valid sources of intelligence information, but none of them is widely available to most underground partisans at the current time.

Within the limitations of current operational environments, the estimates of 70-90% may be inadequate. Your OSINT efforts currently may more accurately range from 95-100% of your collection efforts. This is actually beneficial, because it allows you to train your collection and analysis elements with material that is easy to replicate, and which can be relatively easy to assess the results of. This prevents the waste of potentially limited, useful information from non-OSINT sources by untrained analysis elements in the future. Rather than trying to accelerate on-the-job (OJT) training of analysts during hostilities, you can begin training and assessing analysts now, using OSINT information.

Beyond the training opportunities however, the use of readily accessible OSINT information sources allows you to develop an accurate intelligence picture of your operational environment. Information may range from the size and disposition of different paramilitary organizations in the area (these may range from the organization and equipment of law enforcement agencies and security companies to local militia groups, or even armed, criminal gangs in your community), to the location and emergency management planning considerations of local government and non-government relief organizations. The collection of intelligence data of this sort will allow you to develop an EDUCATED analysis of potential and probable trajectories of events in your immediate area, under different circumstances.

Chapter Four
Jocks Win Fights, But Nerds Win Wars

“The prize goes to the person who can see the future the quickest.” --William Stirtz

Definitions of Analysis

All intelligence is information, but not all information is intelligence. Both the US Director of National Intelligence (DNI) and the US Department of Defense (DoD) define intelligence as information *“that is collected, exploited, and disseminated in a timely manner to an appropriate audience...”* This definition specifically illustrates the importance of professional intelligence analysis. Unless, and until, data is assessed for veracity, and analyzed for meaning, within the necessary contexts, and then shared with the appropriate end-users, it is not intelligence. It is just information.

In order to fulfill the definition of intelligence, information must answer “who, what, why, when, where,” and/or “how.” It needs to answer these questions in an accurate, timely, and relevant manner. In order to be timely, we need to be able to determine what the information tells us quickly. How quickly depends entirely on the context within which the intelligence will be utilized.

Special operations forces (SOF) in Iraq and Afghanistan have completed as many as five or six—or more—missions in the same night. With information collected during one operation being rapidly analyzed it can be used to drive the immediate follow-on operation.

Traditional analysis processes did not allow for analysis to occur this rapidly. While the traditional analytical processes still have value, and should be mastered, this has led to the development of alternative analytical processes, derived from recent advancements in decision-making science studies. These alternative processes can allow the analytical process to be streamlined and effectively abbreviated.

In order for intelligence information to be relevant, it needs to be accurate, but it also needs to be useful. When we refer to intelligence product as useful, we mean it is predictive and/or actionable. Predictive intelligence is information that...wait for it...predicts what is likely to happen. This is most often expressed in an analyst's predictions of enemy courses-of-action. Since “probable” and “possible” enemy courses-of-action are necessary for effective operational planning, this type of predictive intelligence can also said to be “actionable,” since it allows us to act on the intelligence provided.

“Actionable” intelligence may not be predictive however. It may just be intelligence information that provides us with an opportunity to act in our own best interest. Intelligence that there will be a mass protest against racism in Times Square, on May 1st, is actionable if it allows us to plan to avoid Times Square on May 1st.

Whether predictive, actionable, or both, intelligence may be valid at the tactical, operational, or strategic echelon. In order for intelligence to be actionable, we need an understanding of how that

intelligence fits the context of the situation at all three levels. We need a strategic, “big picture” image of what is happening, relevant to our end-game goals. How does this information impact our vision of what is happening, and what we want to have happen?

We need to understand this at the strategic level, in order to understand it at the operational level, which will drive our tactical situation. To use an old parable of the Special Forces community, we need to “think strategic, plan operational, act tactical.” Intelligence analysis is the process of determining these meanings about the information that our collection efforts have gathered.

Intelligence analysis breaks down all available information that has been received, and then puts it back together in a useful manner—in context—after discarding the information that we have determined is incorrect or inaccurate (an important distinction is that “inaccurate” information may be factually correct, but still provide an inaccurate view of the situation). It has been called “the synthesis of information to create knowledge.” Good analysis draws correct conclusions from incomplete premises. It achieves this, not by regurgitating information, but by answering what the information means. It answers the question of “So....what?”

Information in Context

Intelligence reports indicate that a convoy of military police will be rolling through your community 72 hours from now, moving to the capital city of your state, to bolster security efforts for expected mass protests. This information is actionable, but only if we put it into context.

If our goal is resistance to the government, then conducting an ambush of the convoy would seem self-evident. We can hit them hard, causing a loss to the government forces. It might also tell the government not to mess with us, because we can hurt them, effectively fighting back against government troops.

If we use the concept of communitarian autarky as our strategy however, we can look at it from a different angle. The fact that military police personnel are being used to bolster the security efforts means they cannot be used in our community at the same time. This means we are not being bothered; we are being left alone. If we let the convoy pass, unmolested, they will be elsewhere. If we attack them however, we draw attention to ourselves, and will—almost inarguably—place a target on our community, for future action.

In the first case, the strategy of hitting the government forces at every opportunity means we need to use the information to plan and conduct an operation. In this case, it will be an ambush. Since we will be conducting an ambush against presumptively armored vehicles, small-arms alone will be inadequate, so our ambush operation will probably require the tactic of employing an IED. It will certainly require the tactic of using obstacles to slow or stop the movement, long enough to effect the ambush operation.

In the second case, the fact that we will not attack the convoy means we will have a reduced security force presence in our area. This means we need to plan on operations to ensure the security of the community. These operations may range from patrols to prevent infiltration by hostile elements, to the establishment of traffic control points along likely avenues-of-approach. Which operation we use will be determined by other intelligence information, including physical terrain factors of the local area, and human terrain factors information of potential hostile elements in the area.

The Analyst

Good intelligence product is the result of good analysis. In order to achieve that, we need analysts that can make accurate assessments, in context. The best analyst is a subject matter expert (SME) in the context of the intelligence information he is analyzing. A carpenter, trying to analyze medical information for actionable intelligence, will not be a particularly useful analyst, unless he develops an

expert level of knowledge of medicine. An analyst who has never been trained in infantry operations may not have the requisite expertise to make a valid assessment of the value of different weapons for infantry forces.

This is actually one of the shortcomings of many professional intelligence organizations. It is also a shortcoming shared by would-be intelligence analysts in the “three-percent” and survivalist communities. People are trying to analyze things that they have no real education and background in. While it is possible to gain the expertise needed, through education, training, and practice, too often this is not done.

One of the reasons that intelligence organizations outside of the military—like the FBI and CIA—hire candidates with college degrees, with a preference for technical degrees, is that it implies a level of expertise in the topic of the degree. A person with a juris doctorate can be reasonably expected to be an expert in the law. A person with a degree in mechanical engineering can be expected to have a level of expertise in the theory and/or practical applications of how shit works.

You Still Have to Train

The “basic” Special Forces MOS include 18A, 18B, 18C, 18D, 18E, and 180A. These are the Special Forces Officer, Special Operations Weapons Sergeant, Special Operations Engineering/Demolitions Sergeant, Special Operations Medical Sergeant, Special Operations Communications Sergeant, and the Special Operations Warrant Officer. Any soldier completing the Special Forces Q-Course and awarded the Special Forces tab is assigned one of these MOS.

There are two additional Special Forces MOS: 18Z and 18F. An 18Z is a Special Operations Senior Sergeant. He is a Team Sergeant, or “Team Daddy.” Outside of the Team Commander (18A) and the Team Warrant (180A), he is the senior man on the ODA. This is, obviously, not an entry-level position in SF.

An 18F is the Special Operations Assistant Operations and Intelligence Sergeant. He is the second most-senior enlisted man on the ODA. He is also responsible for collection and assessment efforts of intelligence product for the team. This is also, not an entry-level position in SF.

There is a reason that SF soldiers are required to spend a significant period of time on an operational team, in one of the basic SF MOS, before they are slotted to attend the SF O&I (Operations and Intelligence) Course, and get promoted into an 18F position. By the time the man attends O&I, he has gained considerable experience in special operations, as conducted by SF. He has a solid frame-of-reference regarding the needs and capabilities of the ODA and the host-nation forces to which it may be attached. He can evaluate intelligence information through that lens.

Regardless of a prospective analyst's area of expertise, it is my contention that—even in the survivalist context—he or she needs considerable experience in the field, training with security force cells and elements, in order to be able to provide actionable intelligence to the underground network. Without an intimate understanding of the capabilities of the end-user elements, the analyst will not possess a genuine understanding of the actual contextual needs of the end-user. The best analyst—regardless of specialty—will still need to be a competent infantryman.

An analyst needs a naturally inquisitive mind. He cannot be satisfied with easy answers or simple explanations that may not present the whole picture. The good analyst's natural inquisitiveness will drive him to respond to every answer with “why?” He needs an educated imagination however. It is not enough to be imaginative and come up with conclusions. Those conclusions have to be grounded in the reality of the environment.

An analyst needs to be able to arrive at accurate conclusions about intelligence information. Often, this

will require overcoming significant personal biases as a result of previous education and experience. These biases are referred to as “cognitive biases” and may be the result of cultural values, religion, or sociological pressures referred to as “group think.”

There are tools within the analytical processes to assist the analyst in overcoming these biases, but it incumbent upon the individual analyst to be open-minded enough that he will allow these to function properly. The single greatest potential weakness of any analysis effort is a lack of rigor in overcoming or bypassing the cognitive biases of individual analysts and the organizational biases of the working group. Three of the most basic tools available to assist this effort are inherent to the deliberative analytical process. These are: Devil's Advocacy, Red Cell wargaming, and asking “why.”

- Devil's Advocacy: Intentionally playing devil's advocate is an incredibly powerful tool in our analytical armory. Whether it is the individual analyst questioning his own conclusions, or a collaborative effort among members of the analysis working group questioning each other, or the collective analytical product, this method can go a long way towards ensuring that personal and organizational cognitive biases are overcome.
- Red Cell: War gaming the results of the analytical process can be a useful tool as well. This can take the form of devil's advocacy. “Well, that's cool that you think this is the enemy's most probable course-of-action...but, what if XXX happens in the meantime? Does that change the results? What about YYY?”

Another example of this is “What if the information you have is incorrect? We think the enemy is doing this. What if that is the result of disinformation? What if he is actually doing this?”

- The simplest, most failure proof method however is the “WHY?” method. It allows you to determine not only if cognitive biases are at play, but what biases are factors. This allows you to apply devil's advocacy and/or Red Cell war gaming into the process: “The enemy is going to do this.” “Why?” “Well, because he wants to achieve this.” “Why?” “Well, because it will result in this.” “Why?” “Well, because it always has.” So, you are concluding that the enemy is going to do XXX, because he wants to achieve YYY, because that will result in ZZZ, because it always has before.

Possible biases in this analysis include: you've assumed that the enemy wants to achieve YYY. Is this what the enemy's intent actually is, or is it what you would want if you were in his shoes? You assume that YYY will result in ZZZ, because it always has before. Did you factor in environmental changes?

Analytical Processes

There are two basic types of analytical process. The first is deliberate analysis. This is the traditional type of decision-making analysis that weighs different possibilities and determines the relative merits of each, before reaching a conclusion. Good execution of deliberate analysis utilizes the Scientific Method. This is a six-step process that integrates all available data and then follows a precise process to determine the relative merits of the information and to draw conclusions from it.

Deliberate analysis is an extremely valuable tool for developing hypotheses about the available information. When the necessary criteria is present, deliberate analysis offers the greatest margin for

accurate analysis of information. Unfortunately, there are often situations that will not provide the requisite criteria to effectively utilize the deliberate analytical process. When those criteria are missing, the deliberate process fails.

Deliberate analysis requires time to conduct. If time is a luxury in short supply, such as the need to hit a target, as a result of time-sensitive information collected on an operation early in the night, the deliberate process may take too long. There may also simply be too much available information to wade through in order to have a complete picture of the situation, for deliberate analysis to work well.

Alternatively—and operationally, this will often be the more common issue—there may not be enough available information to make the deliberate analytical process work effectively. This absent information may include adequate criteria to determine the relative merits of different theories. Like real life, sometimes we just do not have all the information we would like to have, or that we need.

Objectively, we don't use the deliberate analytical process for most of the decision-making in our lives. If we did, we'd all die very young, and probably horrifically. If I am driving, and the vehicle in front of me stops, I don't need to use deliberate analysis of that information to come up with intelligence that says I need to hit the brakes.

Heuristics

While deliberate analytical processes are useful, do work, and are critically important to master, the use of experience-based “intuitive” analytical methods has a great deal of value when time or data is insufficient to utilize deliberate analysis. Heuristics are conscious or unconscious techniques that exploit experience and previous education to reach educated conclusions, with minimal information. Despite appearances, while this might involve “going with your gut,” this is not “guesswork.”

In many situations, of the limited amount of information available, one factor or detail will be a pivotal point. Heuristic methods of analysis focus on the critical piece of information and ignores the rest. The “pivotal point” in understanding the application of heuristics to intelligence analysis is understanding that it requires previous experience and/or expertise about the subject of the analysis. Good heuristic analysis is still an analytical process, it is just an accelerated process. In order to be effective, it must be based on a tripartite expertise:

- It requires adequate expertise in the subject to know what information to look for.
- It requires adequate expertise and experience to know how much information is “enough.”
- It requires adequate experience to know which available decision is the closest to being the “right” answer.

Heuristic analysis takes advantage of the evolutionary physiology and psychology of the human experience. Human beings have evolved over millennia to make rapid choices in life-or-death situations. The physiology of this is based on the function of a part of the brain called the amygdalae. These are the small parts of the mid-brain (sometimes called the “reptilian” brain) that play an important role in memory, decision-making, and emotional response.

The cerebral cortex is the portion of the brain responsible for thought and conscious decision-making.

This is the part of our brain that is called on for deliberate analytical processes. The amygdalae on the other hand is a left-over from our primitive forebears. The decision-making it is responsible for is “intuitive” and is predicated on subconscious pattern recognition based on previous experience.

This reflects the prime directive of heuristic analytical processes in intelligence analysis. You cannot make good heuristic analysis without ample experience and frame-of-reference. If there is not a “file” of previous experience and/or accrued knowledge, then your heuristic process, including “rule-of-thumb” “common sense,” or “profiling,” will be faulty.

Heuristics at Work

An example of a heuristic analytical process at work in the daily media is the often-cited, too often misunderstood use of “racial profiling” by law enforcement and immigration officials. Racial profiling absolutely occurs. It works. Most “racial profiling” however is not racial at all. It is heuristic profiling, predicated on the experience and education of the profiler. Attempts by politicians to restrict profiling, and the ignoring of heuristic analysis by individuals, for fear of being labeled “racist,” is a blow to science and intelligence work.

Example:

A young white male is driving through a predominantly Hispanic neighborhood, somewhere in Houston's Fifth Ward. It is a neighborhood with a heavy gang presence, and a growing drug problem. It is shortly after midnight. A local police officer from Houston PD's Northeast Precinct sees the subject, and recognizes that he is not local to the neighborhood. He decides to pull the subject over, and perform what is—essentially—Tactical Questioning.

In the interest of investigating what looks to him like a suspicious situation—why is this white kid rolling through the barrio?—he he waits until the subject stops at a stop sign. Even though the subject did come to a complete stop, the officer decides to stop him, using a fabricated pretext of an incomplete stop. He walks up to the car and begins to investigate, using TQ-type methods. Looking at the license and registration, the officer confirms that the subject is actually from Austin. He is decidedly NOT local to the neighborhood. It turns out, he was dating a local girl, and had just dropped her off at home. He is now headed out of the neighborhood, back to the hotel room he rented for the night.

The reality is, the officer used bad heuristics, leading him to break the law he is supposed to uphold. Had he continued to follow for a few minutes even, he could have used BETTER heuristics. Sure, he saw a white kid in the barrio. That's a potential indicator, so the proper heuristic would have been to watch the kid for more indicators. His presence in the barrio itself was inadequate information to make a valid analysis.

If the kid continued trolling the neighborhood, alone, then a better heuristic tool would have been available. He's looking around, trying to figure out who might have the drugs he wants to buy, or who is a member of the gang that his gang has a beef with. In our example, had the officer considered observation, the kid would have almost bee-lined his way out of the hood. If he knows enough to be dating the local girl, he probably knows enough to not get caught, rolling around the barrio, when he's an outsider, fucking a local girl.

If the officer had continued following him, he would have made a better heuristic analysis. For whatever reason, the officer lacked adequate ability, because he lacked “adequate expertise and experience to know how much information is “enough.” Heuristics work—very well—but they are decidedly not “idiot proof.”

The best way to develop the requisite experience—to create the needed “file” of previous experience—for accurate intelligence analysis through heuristic processes, is by having previous experience conducting a large number and variety of accurate analyses through the deliberate analytical processes, and having an advanced level of expertise in the subject to make “educated guesses” about the subject. Although heuristics are a natural process of decision-making, and can work extremely well, attempting

to perform analysis with heuristics, absent adequate experience and/or education, is a recipe for failure. The previous example, of uneducated imagination, demonstrates the faulty use of heuristic analysis process by people lacking adequate education and/or expertise.

Since heuristic analytical processes require adequate experience and education, the best way to learn to make effective heuristic analyses is through mastery of more deliberate analyses. This will provide a framework of education and experience to facilitate faster, more intuitive decisions about the information, later.

Deliberate Analysis

The Scientific Method” is a process that scientists use to investigate phenomena, acquire new knowledge through observation and experimentation, and correct or integrate previously known knowledge. Most of us were at least, introduced to the Scientific Method in grade school, or by junior high at the latest. For the academically-bereft however, the method involves a six-step process: define the problem, gather data, form a hypothesis, test your hypothesis, draw conclusions, and communicate results.

This of course, is a perfect parallel for our attempts to create a valuable intelligence product, through analysis. We define our problem by developing an intelligence requirement. Our IR/PIR product may be as specific as “what will the enemy do if we attack the bridge?” or it may be as “broad” as “How many shooters are there in the XYZ gang?” Regardless of the scale of the intelligence picture we need to paint however, we need to create a specific, answerable question, as our IR/PIR in order define the problem we hope to answer.

Once we have defined the problem we begin to gather data. In our context, this is our intelligence collection effort. We may look through previous passive collection reports, seeking information that was gathered incidentally, but we will often also have to initiate an active collection process. By framing elements of our question in specific IR/PIR, we can use the collection elements within our working group and the ES2 elements within our network, to find data that helps answer our question. “How many shooters are there in the XYZ gang?”

If we have previously had a passive collection effort towards collecting data on armed gangs in our neighborhood, we may be able to research the data and compile lists of articles from the newspaper, comments and photographs off Facebook pages, and even transcripts of police radio traffic that mention that gang, its membership, and weapons uses. This starts to give us a compilation of useful data.

We can use the information from our passive collection to drive our active collection. If we have a photograph, saved from a friend's FB page, we may be able to use TQ of that friend to determine their affiliation with the XYZ gang or a member, as well as developing the conversation for any information they have that specifically answers our IR/PIR question. Have they been to gang parties where they could estimate the number of “military age males?”³ Do they know if the XYZ gang uses female shooters? Does our previously collected information indicate that potential?

3 I realize that “military age males” in the US civilian context often means 17-45. I am also cognizant that this age is idealistic when we look at recent and historical trends among non-state armed groups internationally. In this context, I am using the term to describe any male of an age that typically can be expected to participate in armed violence as a member of gangs of the XYZ type. Do they use shooters as young as 7-8 years old? Then any male over the age of 6 would be considered a “military age male” in this context.

Uneducated Imaginations and Cognitive Biases are Alive and Well in the Survivalist Community

There is a lot of uneducated imagination and cognitive bias—including collective group think—rampant in the survivalist community. On 17MAR13, the website Mr. Conservative posted an article titled: Hundreds of DHS Urban Tanks Transported on Civilian Highways: Cause for Concern? The headline was followed by this photograph:



The article went on to repeatedly describe these vehicles as “tanks.” This is an example of “uneducated imagination” because the Mine-Resistance Armor Protected (MRAP) vehicle in the photograph is not a fucking tank. It’s an armored vehicle. Should we be concerned about police departments having MRAP? Possibly. Should we be concerned about them possessing tanks? Sure, if they fucking had tanks!

In another example, a thread on the on-line Internet forum abovetopsecret.com that was started on 9MAY12 included a post from “SpeakerofTruth” that included this comment: “how do you explain the videos coming out with the camouflaged armored vehicles being transported by the hundreds?”

Are there military vehicles being transported by rail, in the United States? Yes. Inarguably. Are they sometimes painted woodland camouflage, instead of desert tan, even though we are currently “only fighting in the middle east?” Well, ignoring the inaccuracy of the quoted portion, yes. Does this mean they are intended for use against US citizens? Only to the uneducated imagination.

The educated imagination has acquired enough expertise about military training and troop movement methods to recognize some important details:

1) You don’t drive tanks and armored vehicles down civilian roadways with any regularity, unless you are a) not in a hurry, and b) don’t mind destroying the road infrastructure. They are HARD on highways. Nevertheless, troop vehicles and weapons—including ACTUAL tanks—need to be transported to different training locations. They are transported to those locations on trains, to save the highway infrastructure.

2) Much of the US is forested. As nice as it would be from the soldier and commander perspective, not all training can take place outside of the USA. This means training takes place in the US...which is forested. Woodland camouflage patterns generally work better in forested areas than desert tan.

Much of the “intelligence” spread around the survivalist community is fear-mongering, based solely on the ignorance of uneducated imaginations and the intellectual bias that insists the government wants to enslave us all. If you are going to be a good analyst for your network, you need to overcome these. It doesn’t mean the government doesn’t want to enslave us, but that deduction needs to be the result of good analysis, not cognitive bias about the evils of government.

Perhaps our active collection efforts will involve TQ of a local police officer. Do we know a local officer who would have any information about the gang? Can we question him without revealing the reason for our interrogation? Will that questioning lead to him recommending we ask another officer, perhaps a gang crimes investigator that would have specific information—and perhaps even estimates of the number of shooters among the XYZ membership?

Once we have gathered as much of the available data as we can, we need to study the data and begin to formulate hypotheses. It is important to realize that we will never have “enough” data. Intelligence collection is an ongoing, constant effort. We may very well formulate our hypothesis only to have a new piece of information arrive that single-handedly refutes our hypothesis. Whether we lack can no longer gather data because we have run out of available resources, or because we are running out of available time, at some point, we need to begin developing a hypothesis that answers our IR/PIR question.

If you recall your junior high block of instruction, leading up to your participation in the school science fair, you will remember that a hypothesis is an “educated guess.” A valid hypothesis is driven by the research you have done of the available information. If I say that the XYZ gang has 100 shooters, but I don't have any information on the XYZ gang—which I don't, since it's a fictional organization—then I have not formed a hypothesis, I've spouted bullshit.

In light of this understanding of what a hypothesis is, when you develop your hypothesis, you need to document the reasons for forming that hypothesis. What information drove you to the conclusions you have made? It is entirely possible—and not invalid—that much of your hypothesis will be derived from heuristic methods. “Well, I know they let anyone over the age of 8 in on shooting operations, but they only allow males to touch the guns. There are 18 male members of the gang, and four of those have younger brothers between 8 and 18. Three of the female gang members have younger male brothers who are affiliated with the gang, and are over the age of eight. This leads me to the hypothesis that the gang can muster up to 25 shooters, if needed.” You analyzed the known information about the gang and its membership, as well as its cultural values and mores, to make a hypothetical analysis. If asked, you cannot provide any information that indicates that the gang is KNOWN to have XX number of shooters, so this is a heuristic analytical hypothesis, but it is based on the education provided by research of the available information. You need to record your sources.

Sam Culper's BICC/E Analysis Tool

One of the most important intelligence products that analysts can produce is a prediction of probable courses-of-action (PCoA). The PCoA may be for an enemy organization, an individual, or a third-party individual or organization. Knowledge of PCoA for all parties in the battle space is critical for strategic and operational planning.

Last autumn, I had the opportunity to audit Sam Culper's Analysis and Collection Elements (ACE) course. I am not a school-trained intelligence analyst. I have received on-the-job training (OJT) and teaching from 18F and 18Z mentors, and I do know how to do a pretty decent job of predictive deliberate analysis in regard to PCoA. During Sam's class, he introduced a predictive analytical tool called BICC/E (pronounced “bicky”). I assumed this was a new acronym, devised by some analyst geek, and wanted to learn more about, for personal application as well as teaching, because it was so elegantly simple and effective. I went home and starting poring through my collection of military documents (FM and SMTG for SF and Intelligence specialists in this case), and civilian publications on military intelligence. Not finding anything, I got on the Internet and started looking. I was unable to find ANYTHING.

I contact Sam, and asked about BICC/E. He gave me the history of it. I was right. It WAS developed by some analyst geek. The geek in question? Sam. During his time in the US Army, Sam served as an intelligence analyst, including a tour in Iraq and a tour in Afghanistan. He later spent 18 months in Afghanistan as a civilian contract analyst as well. It makes sense that BICC/E is a useful too, because it was developed by an analyst geek that had put a lot of effort into being a good geek.

BICC/E stands for Behavior, Intent, Capabilities, Consequences/Effects. It helps to mitigate the influence of bad heuristics on the analytical process, by ensuring you have adequate information to drive the predictive process through an educated

imagination. The entire process requires a synergistic approach, like most things in the UW context.

Behavior

Judging behavior accurately requires good intelligence collection efforts. What is the enemy doing? How are they behaving? It is important to know their behavior, because it may indicate what their intent and capabilities are, and whether the two work together. A group of III% militia guys may have the “intent” to overthrow the government. If their behavior however indicates all they do is sit on their computers and talk shit about being bad asses, while everyone else is fat and lazy and useless, instead of going out and training and building a network of like-minded people, then their behavior indicates they do not have the “capability” to achieve their intent.

Behavior focuses on human terrain factors, including TQ of individuals with first-hand knowledge of the target, as well as COMINT and IMINT collection. Does the subject—individual, group, or individual members of the group—have a social media presence? Does their Facebook page have pictures showing them behaving in XXX manner? Do they post a Twitter update every time they take a shit? Those are potential sources of behavioral information. It is important however, to again emphasize that reliance on single-source intelligence information is a genuinely bad idea.

Based on my professional background, and statements I have made in my writing in [The Reluctant Partisan: Volume One](#) and on the [Mountain Guerrilla](#) blog, a heuristic analysis would indicate that I train, a lot. People with access to my FB page would also have COMINT verification of this belief. I shoot and I lift weights, and I do both frequently. Those OSINT/COMINT sources could even be backed up by TQ/HUMINT efforts. Whether talking to people who know me well, or those who have been in classes I taught, would probably indicate that, “Yeah, John shoots, a lot, and he works out a couple times a day.”

The fact is though, they could all be inaccurate, or even incorrect. People reading the book or the blog have nothing except faith that I have no reason to lie to them. I could be completely full-of-shit. People on my FB page have seen photographs of me shooting, and they have seen posts where I describe range visits and results, but those are incomplete as well. The photos may have been staged action-guy pictures, and even if they are not, they're not actually indicative of a dedicated training program. The descriptions of result—especially since they are posted first-person—may be completely false ego-driven attempts to “look cool.”

Combined with TQ/HUMINT collection of information from people who have shot with me, or seen me at the range however, the two sources can corroborate each other, leading to a more accurate assessment.

Intent

What are the goals of the subject? What are they trying to accomplish? This is intent. It is an extremely useful element in predictive intelligence analysis. If we can accurately gauge intent, that may indicate PCoA. There are two basic ways to determine intent, in my experience. They actually work best when used together.

In the first, we can use deductive reasoning to indicate intent, based on the behavior and capabilities of the subject. In the second, we can let him tell us. If we let him tell us what he intends to do, and it matches his behavior and capabilities, then it is relatively safe to assume that he is telling the truth, and giving us his intent. If his stated intent however, is not matched by his behavior or his capabilities, then we can assume that either he is a) untruthful about his intent, or b) incapable of achieving it.

In our previous example of the III% militia, if we look at the stated “intent” to overthrow the government, and compare it to their “behavior” of sitting on their computers and bitching about how useless everyone else is, while they don't actually DO anything, we can recognize that their stated “intent” is outside of their capabilities. So, we need to re-check our available data and figure out what their actual behavior and capabilities indicate that their actual intent might be.

One of the pitfalls of this however, is cognitive bias. This has been a shortcoming in professional intelligence organizations in the past (and I assume it still is, to some degree at least). This is letting our own preconceived notions about the extent of capabilities determine the accuracy of a subject's statements of “intent.” All too often, groups—even the enemy—will quite openly tell us exactly what their actual intent is.

Capabilities

Even more than behavior and intent, determining what a subject's actual capabilities are makes accurate predictive

analysis possible. What the enemy is actually capable of is critical to developing predictions regarding PCoA. Capabilities is an area of assessment that is too often overlooked by people trying to be analysts, but lacking a framework for developing accurate analyses.

One of the stated intents of the socialist-progressive movement in this country—among our political opposition—is to ban the private possession of military-type firearms, as well as handguns. They have made repeated attempts to achieve this legislatively, creating a climate of fear among both gun owners and non-gun owners. Gun owners fear confiscation efforts through force. Non-gun owners fear the gun owners.

If we perform accurate intelligence analysis however, and look at actual capabilities, we can see that, while they may succeed in legislative bans on “assault rifles” and handguns, the capability for the government to actually initiate—let alone complete—confiscation, just does not exist. The numbers simply do not add up.

Determining a subject's capabilities is achieved through intelligence collection efforts focused on SALUTE/SALT reports, and accurate judgment of what those reports indicate, based on his stated or surmised intent. Determining changes in enemy capabilities is critical to revisions of your understanding of his intent. If his stated intent was impossible yesterday, based on his capabilities, as indicated by his behavior, but his behavior changed today, and the new behavior indicates an increase in capabilities, perhaps his stated intent was legitimate after all.

Consequences/Effects

Using Sam's model, once you've determined intent and capabilities, you can deduce an actual set of hypothetical PCoA that the enemy could follow to achieve their intent, or at least, to move closer towards achieving their intent. With this list of PCoA, you need to determine what the likely consequences and effects of each PCoA would be. Like the Effects portion of a CARVER assessment, this needs to include positive and negative impacts of the PCoA on the subject, their allies, their enemies, and the local population, as well as what effect those will have on the subject's achievement of their intent.

If the potential effects of a given PCoA indicate an overwhelmingly negative impact on the subject's ability to achieve their intent, that may indicate that the possible course-of-action is not a probably course-of-action. This would place that PCoA at—or near—the bottom of our list of hypothetical PCoA. Like all other aspects of intelligence assessment however, we have to be careful about not letting our cognitive biases impact our conclusions about the perceived impact an action will have on a subject.

Prior to the 9/11 attacks, there were many people in the intelligence and special operations communities (I'm rather embarrassed to place myself among them, actually...) who believed the threat of terrorists hijacking aircraft was an historical relic. The belief was, international counterterrorist (CT) forces and units were too well trained and too effective—and this was known by the Islamist faction—for a hijacking to be effective. Everyone “knew” that there was no way hijacking a commercial aircraft would result in acquiescence to terrorist demands.

Historically, hijacker demands had included the release of their imprisoned allies, ransoms, and similar essentially “criminal,” rather than inherently political, examples. In order for that to happen, which would take time, the hijackers would have to allow the plane to land at some point. This would result in vulnerability to CT forces, leading to the death or imprisonment of the hijackers. The effects of the operation would result in dead jihadis and nothing else. The conclusion was, hijacking had become a no-win play for terrorists, and so airplanes were as safe as anything.

We know now, of course, that the conclusion was wrong, because the effects portion of the analysis was based on cognitive bias. We could not envision an attack that would intentionally send 19 highly-disciplined operatives, well-trained at great expense, on what was—literally—a suicide mission. Sure, we'll send SOF soldiers into bad situations that a low chance of success, but an overwhelming chance of success, but there's always a CHANCE they'll survive. What kind of lunatic sends that many valuable assets to their deaths, for an operation that had absolutely no impact on the target's ability to project force?

Well, the morning of 11SEP01, our cognitive biases were shattered, and the question was answered. Did we have evidence of an attack coming? Sure, but that information was useless, because our cognitive biases didn't even allow most of us to recognize it as relevant.

9/11 was not an inside job. It was avoidable, but our cognitive biases and resulting misunderstanding about the effects

analysis of hijacking operations made it unavoidable.

Note

I am not under the impression that Sam believes his BICC/E tool is perfect or flawless. He's experienced enough to know that there is no perfect analytical tool. It still requires the application of heuristics in places, and it still requires the input of accurate information. It still requires an educated imagination to deduce what the information available regarding each element means, in relation to the other elements. The benefit it offers the novice analyst is a solid framework for developing the requisite intelligence picture need to frame an educated hypothesis.

Maintaining a record of the sources used during the construction of your hypothesis is important for the next phase of the deliberate analytical process. Testing your hypothesis is achieved through accepting or rejecting the hypothesis through investigative analysis. At the individual level, this is reassessing the information available, to see what you may have missed or misinterpreted, resulting in a more plausible alternative explanation for the information you used to reach the hypothesis. This is the soul of the entire intelligence process, because this is what determines the final product that will be disseminated to the end-user.

In an organizational context, testing of hypotheses should involve comparative study of all completed hypotheses, in order to determine the relative validity of each. This is a far more robust—and thus superior—method of testing than solo reassessment of your own work. Different analysts will have seen the available evidence through differing lenses of experience and education, thus placing different relative values on various parts of the evidence.

Analysis of Competing Hypotheses

Like all other elements of analysis, to some degree the final result of testing your hypotheses will be heuristic. This is unavoidable. Nevertheless, the most fundamental method of learning to conduct this rigorous level of testing the hypotheses is the “Analysis of Competing Hypotheses (ACH)” method. Developed by veteran CIA analyst Dick Heuer in the 1970s, it provides a logical, rational, and proven method for testing competing theories.

The ACH is designed to allow objective comparison of differing hypotheses, in order to select the “most” correct one. The greatest pitfall in the field of intelligence analysis is cognitive bias. The most limiting cognitive bias in the testing of hypothesis is a result of confirmation bias, generally resulting from the Dunning-Kruger effect.

Dunning-Kruger Effect

The Dunning-Kruger Effect is a cognitive bias that results in unskilled or under-skilled individuals suffering from an illusory superiority complex, as a result of the inability to recognize the actual low ability level. This leads to a confirmation bias, in the context of intelligence analysis, whereby the analyst used heuristic decision-making to intuitively select what they believe to be the “right” hypothesis. After that, not recognizing the failures inherent in their heuristic process due to lack of ability—the Dunning-Kruger Effect in action—they thereafter filter all information through the filter of their unconscious belief in their initial choice.

They focus on data that seems to support their preferred theory, while information that contradicts it is ignored as misleading or unreliable, regardless of source.

Without the support of specific, structured analytical techniques, most people are not capable of the rigorous intellectual effort necessary for objective, simultaneous examinations of multiple, competing, complex hypotheses. Those that are capable of making these comparisons accurately, through heuristic methods, do not achieve that ability without the education and experience received through the initial application of those structured analytical techniques. The ACH is one method that provides that structured technique.

The primary drawback of the ACH, and the only one that is fundamentally impossible to overcome, is the time required to complete the process. An eight-step process, it takes time. To utilize the ACH properly, you have to work through all the steps, completely. This means, there is simply no way to effectively compress the time needed to utilize it.

Despite this, the time spent, at least in the learning stages of intelligence analysis, is worthwhile. The ACH requires intellectual rigor, and the experience gained from that will make simpler, less time-consuming structured analytical techniques more effective. Master the use of the ACH, and then focus on other methods.

A second potential drawback to the ACH is common to all analytical techniques. That is its susceptibility to disinformation. We must remain aware that the subject of our analysis—whether an individual or a group, and whether they are an enemy, an ally, or a third-party—is sentient. If we succumb to cognitive biases that assume he is an idiot, we underestimate the enemy. It is safest to assume he is as smart—or smarter—than we are. It is also safe, predicated on this, that he is consciously generating information intended to deceive you; creating false or misleading information outputs intended to result in inaccurate or incorrect conclusions is the purpose of counterintelligence, after all.

If we lack a means of assessing the accuracy of evidentiary information, and base our conclusions on flawed intelligence information, the ACH—like any analytical technique—falls apart. Using the old computer geek expression, GIGO, for “Garbage In, Garbage Out” is an accurate assessment of this situation. We need a way to assess: what is the source of this information, and what is the root cause of the evidence?

If the source was a TQ interview with a HUMINT source, what was his motivation for providing the information he provided? Was he honest or dishonest? Did he tell us the truth because he wants to help us? Did he tell us the truth because he wants to hurt the other party? Did he deceive us, because he wants to harm us, or did he deceive us, because he wants to help the other party?

If our information is the result of COMINT collection...Was the information accurate, or inaccurate? If it was inaccurate, was it because the source was trying to deceive the intended recipient, or was it because he was unknowingly mistaken? Why was he trying to deceive the recipient? Was he trying to impress them, or does he dislike/distrust the recipient?

Analysis of Competing Hypotheses (ACH)

The Process

The ACH is an eight-step process. The steps of the process include:

- Identify Possible Hypotheses*
- Make a List*
- Develop a Matrix*
- Refine The Hypotheses*
- Develop Tentative Conclusions*
- Determine Sensitivities*
- Report Conclusions*
- Identify Metrics*

Identify Possible Hypotheses

Using the example of an analysis working group (AWG), each analyst within the AWG should have developed a hypothesis regarding the information available. Looking at the various hypotheses presented to the AWG, we can proceed to identify which hypotheses present plausible correct conclusions.

The focus at this stage should be solely on eliminating those hypotheses which can conclusively be **disproved**. A disprovable hypothesis is one which can be determined, through the evidence of positive evidence, to be wrong. If one analyst hypothesized that the XYZ gang has hired an assassin named Benito Del Muerto to kill the mayor, but we know that Benito is currently incarcerated in the federal maximum security penitentiary in Rios Pacifica, California, then we have positive evidence that this hypothesis is wrong.

This is a critical distinction between a disproved hypothesis and an **unproven** hypothesis. An unproven hypothesis is simply one that lacks evidence to prove it is correct. "Hey, the government is going to use DHS tanks to attack American citizens!" Well, the evidence we have does not indicate that DHS has tanks, and most of the evidence we have indicates that the presenter is a fucking retard who doesn't even know the difference between a tank and an armored fighting vehicle (AFV), but this is not the same as saying we have positive proof that the theory can be disproved.

Premature rejection of unproven hypotheses limits the validity of all future analysis. It may result in the AWG then ignoring future evidence that might have actually supported the rejected theory. Unproven hypotheses must be kept on the table, until they can be disproved. Doing otherwise limits both the potential and the validity of your final intelligence process.

There is no doctrinally "correct" minimum or maximum number of possible hypotheses. There is not even an "ideal" number. The number of possible hypotheses to include in the ACH is predicated solely on the actual problem and its inherent complexity. Any possible hypothesis should be included in the ACH process, unless two or more can be effectively synthesized and aggregate into a smaller number, without invalidating any of them, by combining similar theories.

Make a List

In order to begin comparing the different possible hypotheses, the AWG should make a comprehensive list of the significant evidence and/or assumptions based on the evidence, that either supports or contradicts each hypothesis. When compiling your lists, evidence should be broadly defined, in order to include more than just concrete evidence. Assumptions and deductions about the subject's intentions, goals, and SOP should be included, because these will impact the final conclusions, whether we include them now or not. Including them now subjects them to intellectual rigor and analysis of value.

For each possible hypothesis that is in play, the AWG should ask itself, "If this is true, what should we expect to see in the evidence? What should we expect to not see? What must have happened? What cannot have happened? Did those things happen? If they did not happen, why did they not happen? Did they actually not happen, or was their occurrence simply hidden from us? If it was hidden from us, why was it hidden, and what does that mean relative to our hypothesis?"

As Sir Arthur Conan Doyle so clearly illustrated, lack of evidence can be evidence itself. The dog NOT barking in the night is a form of evidence (for the less well-cultured, this example is from the Sherlock Holmes story, **The Hound of the Baskervilles**). It is easier to focus on what can be seen and known, but often, the unseen can be more important. A lack of new activity by a known hostile force, when we expect an attack, may actually mean, there is no attack coming. Alternately, it may mean a more effective attack than we anticipate is coming, because they have become more competent, and are masking it, or are using different method of attack.

Or, it could just mean that our entire initial hypothesis about a forthcoming attack is fundamentally flawed, because there is something that the enemy would HAVE to do that we just do not see. (Hey, I never said this shit was easy, did I?)

Develop a Matrix

The most important part of the ACH process, step three is often overlooked or misunderstood, because it is so contrary to the intuitive, heuristic analytical methods we are accustomed to by our evolutionary biology. Avoiding this step, or incomplete application of this step is a symptom of intellectual apathy, and will result in probably failure of the method.

To execute this step, list the various possible hypotheses across the top of the matrix, and all available evidence and assumptions, vertically down the left side of the matrix. You then look at each piece of evidence and determine how it relates to each hypothesis. Unlike the more intuitive method of attempting to weigh the relative value of each hypothesis independently, this takes each piece of evidence and considers its consistency to each hypothesis. In Step Five, we will weigh each hypothesis in light of that evidence which supports it.

To begin filling in the matrix, select the first piece of evidence and determine its consistency or inconsistency relative to each possible hypothesis. In the example illustrated on the next page, taken from US Army **FM 2-33.4 Intelligence Analysis**, illustrating a hypothetical ACH matrix regarding PCoA of the Hussein regime that could have been utilized by intelligence analysts during the OIF invasion in 2003 (it wasn't. It's completely made up) we see how this works in practice.

Each decision of relevance is marked as consistent with the theory, inconsistent with the theory, or irrelevant to the theory. By looking at which theory has the most consistency with the available

evidence, we SHOULD have the most correct hypothesis. Unfortunately, intelligence analysis is not that simple.

Question: Will Iraq Retaliate for US Bombing of Its Intelligence Headquarters?			
Hypotheses:			
H1 - Iraq will not retaliate.			
H2 - Iraq will sponsor some minor terrorist actions.			
H3 - Iraq is planning a major terrorist attack, perhaps against one or more CIA installations.			
	H1	H2	H3
E1. Saddam public statement of intent not to retaliate.	+	+	+
E2. Absence of terrorist offensive during the 1991 Gulf War.	+	+	-
E3. Assumption that Iraq would not want to provoke another US attack.	+	+	-
E4. Increase in frequency or length of monitored Iraqi agent radio broadcasts.	-	+	+
E5. Iraqi embassies instructed to take increased security precautions.	-	+	+
E6. Assumption that failure to retaliate would be unacceptable loss of face for Saddam.	--	+	+

Evidence may be incorrect and assumptions may be mistaken. Evidence is a diagnostic tool. It is diagnostic if it influences your conclusions on the likely accuracy of a particular hypothesis. If however, a piece of evidence or an evidence-based assumption seems to be consistent with all, or most, of your possible hypotheses, then its sum diagnostic value is zero. It is actually not uncommon to discover that most of your diagnostic evidence is actually valueless in this process.

Discovering that some of your evidence is highly diagnostic however, should be the real driver at this stage of the process. This can go a long way towards determining the relative value of those hypotheses that the highly diagnostic evidence supports.

One element of potentially highly diagnostic evidence that cannot be overlooked is cultural values and key leader personalities. An extremist may do something that seems to be completely irrational, because he is unconstrained by the same logical and/or moral constraints as the analyst. This makes that highly diagnostic!

Develop Tentative Conclusions

At this stage, it is time to begin developing tentative conclusions about the relative values of the different hypotheses, based on the available diagnostic evidence. Now, we work down the left side of our matrix, and weigh each hypothesis, regarding how it is supported or discredited, by the relevant evidence.

The matrix format allows the AWG an overview of all the evidence both for and against, all of the hypotheses, allowing you to examine them against each other. What evidence or assumptions are available that enable the rejection of a given hypothesis, relative to the others, or at least determines that the hypothesis in question is less likely than the alternatives?

This is the most important step in the process for helping us overcome our cognitive biases. We cannot **prove** that a particular pet theory is correct. The same available diagnostic evidence may be consistent with other hypotheses as well. A single, solitary piece of relevant diagnostic evidence however, can be inconsistent enough with that pet theory to effectively reject the theory, no matter how much we prefer it. **The goal should be to give more weight to that evidence that discredits our pet theories than that which supports it.** This will minimize the tendency to incorrectly select the wrong hypothesis as a result of improper heuristic influence.

Look at your completed, revised matrix. The hypothesis with the most inconsistency with the available evidence is probably the least correct. It doesn't matter that it's the one you favor. It doesn't matter if you think it makes the most sense. **Even if it also happens to have more consistency with the available evidence, if it's more inconsistent with the evidence than the other theories, it's probably the wrong one** (seriously, this is highlighted for a motherfucking reason. Go back and re-read that sentence, several times. Make sure you **actually** understand it. It's that important.).

It's actually easy to create a list of evidence or logical assumptions that support almost any hypothesis. It is much harder to develop evidence that conclusively disproves a hypothesis that seems otherwise reasonable.

This is not the end of the development though. You don't get to simply say, "See? The numbers have determined that THIS is the most correct hypothesis!" Intelligence analysis is both a science and an art. Ignoring the art is just as dangerous as ignoring the science.

The analyst draws conclusions, not the matrix!

This initial ranking is only a rough analysis. Some pieces of evidence will have a greater diagnostic value than others. This will impact their weight in your final conclusions. It is up to the analyst to determine the relative value of the different pieces of diagnostic evidence. The matrix simply reflects an analytical assessment of the importance of various factors, relevant to the probability of each hypothesis. It is a tool, to help ensure that you have considered all of the potential relative evidence.

It really is an art and a science. Art and science are not mutually exclusive. The Golden Ratio is a mathematical principle that has been illustrated in art since ancient Egypt. Art should be applied science, and science is best understood when it is applied through art.

Refine the Hypotheses

Following the construction of the matrix, the AWG now needs to refine the available hypotheses, relative to the conclusions reached during the process of completing the matrix. This starts with deleting evidence and assumptions that have zero diagnostic value, either because they are inconsistent or consistent with all possible hypotheses. Your determination of the relativity of each piece of diagnostic evidence may require alteration of the way each hypothesis is phrased, without changing the underlying hypothesis, to more precisely match the consistent diagnostic evidence.

Are there new hypotheses that need to be added? Are there distinctions within the existing hypotheses that need to be elaborated upon, in order to validate one part of an otherwise invalid hypothesis? Do you need to reconsider the available diagnostic evidence? Have you impacted the diagnostic value of different pieces of evidence because of intuitive assumptions about which theories are valid or invalid?

The assessment matrix needs to be refined in view of these factors.

Determine Sensitivities

Having developed tentative conclusions, the AWG now needs to reexamine the critical diagnostic evidence and determine how sensitive your conclusions are to that evidence. If XX evidence is inaccurate or incomplete, how will that change your conclusions? In Step Three, we identified what pieces of evidence possessed the greatest diagnostic value. In Step Five, you used the diagnostic evidence to make tentative judgments about the value or likelihood of various hypotheses. In Step Six, you must verify that the basic facts and assumptions made to reach these conclusions was accurate.

Are any of the assumptions of dubious value? Are there alternative explanations for the evidence that you used to make your assumptions? Our previous example of military movements via rail as indications of troop deployments against American citizens is a perfect example of this sort of dubious (to be generous) assumption. There IS an alternative explanation that makes perfect sense. If the movement of military equipment via rail is one of your pieces of diagnostic evidence that you used to make the assumption that we are about to be placed under martial law, then that assumption must be determined to be extremely sensitive to alternative explanations for the movement of the equipment.

Is your evidence complete, or are there significant pieces of possible evidence missing? If there is evidence missing, what impact will the incompleteness have on whether or not the evidence is misleading? What is the source of your information? Do they have first-hand knowledge of the evidentiary information, or is it hearsay? Is it the result of an intentional disinformation campaign? What did the source gain by providing that information?

A verified member of an ATF Special Missions Unit telling me, "Hey, bro. Man, I'm worried. We've been war gaming and training for, missions to go go kick in the doors of constitutionalist gun owners!" possesses a significantly greater potential value rating to me, than some dude on the Internet telling me, "Man! The ATF is going to start doing raids! Any day now!" I still need to assess the sensitivity of any hypothesis based on that. What does the ATF agent have to gain by telling me? What does he have to gain if it's disinformation.

Since I despise the BATFE as much as any red-blooded gun owner, who really want to own a M249 SAW, I might conclude that it IS a disinformation effort, because we all "know" that ATF agents are soulless myrmidons who live for the opportunity to stomp puppies to death, right? I might even conclude that he's telling me this in order to initiate a false-flag operation by convincing me to initiate violence against the government. I need to figure out a way to confirm the validity of the evidence.

On the other hand, if the source is some random jackass on the Internet, any hypothesis I develop from it is automatically sensitive, because I have no way to determine his reasons for providing the information. Is he actually the Loch Ness monster of ATF agents, having a crisis of conscience because he realizes how unconstitutional his agency is, and wants to prevent these proposed attacks from happening? Or is he a typical myrmidon, attempting the same disinformation campaign? Is he just some random dude who doesn't know what the fuck he's talking about, or is actually a vendor on eBay, who sells body armor and ant-intrusion devices? Is he a tactical trainer who figures if he can increase the number of people who fear the imagined raids, he will simultaneously increase his training clientèle?

Incorrect and inaccurate intelligence product is most often the result of key assumptions and evidence that have not been rigorously challenged, only to later be disproved. It is a truism that analysts must overcome their biases, but it's also an incontestable fact that all too often, this doesn't happen. Whether a result of deeply convicted cultural beliefs that are mistaken as "truths" about human nature, or a result of Dunning-Kruger Effect, too often confirmation bias defeats the most earnest efforts. This is the benefit of the ACH process generally, and this step specifically.

In order to check key diagnostic evidence, you must return your investigations to the original source material. If I have gathered intelligence information from a reconnaissance patrol about enemy activity in the vicinity of Hill 129, but now that evidence is critical diagnostic evidence, and I want to confirm that the enemy is doing what I think they are doing, where I think they are doing, I may not settle for just reexamining the patrol report. I may insist on interviewing each patrol member, or even requesting another patrol. I may even go so far as requesting that a different unit conduct the confirmation patrol. Not because I don't trust the man on the ground, but because the evidence is so sensitive that I do not want to risk the original patrol allowing what they think they remember, clouding their observation. I do not want it to influence what they perceive this time around. Confirmation bias is a part of the human condition, after all.

Report Your Conclusions

The AWG should not simply determine, "this is the correct hypothesis," and call their work done. Instead, they should be able to provide the operational leader or planner with all of the potentially correct hypotheses, with their assessment of relative accuracy and value. Analytical conclusions are **never** absolute. The only time we can conclusively say "this is what XXX will do," is after they have done it.

Our conclusions may be completely wrong, or the subject may do something unexpected. Our conclusions may be inaccurate, because there was evidence that we did not have—and did not know that we lacked. By providing the operational leader or planner with a variety of possible hypotheses, as well as your assessment of their relative likely accuracy, you provide the ability to develop robust plans that allow for multiple contingencies and fall-back options. If one of the less likely hypotheses turns out to be the truth, then you don't like such a dick.

Identify Metrics

Metrics are a method of measuring something. In the context of the ACH, metrics are methods of measuring the accuracy of your conclusions. We need to be able to identify specific metrics that will indicate the accuracy and the inaccuracy of our conclusions. Determining that a metric of inaccuracy has been passed does not invalidate our analysis efforts. In fact, if we identified that metric, it actually confirms the process.

If the AWG has determined that the XYZ gang has only semi-automatic small-arms, they might identify one metric as, "if we see XX number of XYZ attacks that do not use any weapons more destructive than semi-automatic small-arms," this conclusion remains the most accurate. If we see one use of an automatic weapon by the XYZ gang, then this hypothesis can be said to be disproven," and two hours later, a report comes in that the XYZ gang just conducted an ambush, using an explosively-formed penetrator (EFP) IED, and /or a machine guns, then the metric was met. It doesn't matter that the conclusion was that "the XYZ gang has only semi-automatic small-arms," hypothesis was accurate, and it turned out to be inaccurate. The analytical process worked, because an identified metric was met,

allowing the AWG to now modify their entire hypothesis, and start over.

Specifying what metrics we would need to see in order to significantly alter our conclusions provides the end-user of the intelligence product with a concrete metric of when they need to inform the AWG of an observed change. The metrics become, in effect, IR/PIR requests.

Analytical Tools

Throughout the foregoing discussion of various useful analytical processes, we have mentioned the use of different tools. An understanding of how these various tools fit into the analytical processes is crucial to their effective application, as well as to the effective use of the different processes.

Pattern Analysis

Pattern analysis is the deduction of doctrinal principles, methods, and tools that a subject prefers. It is predicated on careful observation and the evaluation of the patterns in their behaviors. When analyzing information about a subject without published doctrine or organization, pattern analysis can be critical to creating reliable threat model templates.

If our intelligence problem is determining what will happen when race-based riots occur in our city, we can use pattern analysis of previous race-based riots to inform our conclusions. We look at various mass protest case histories, and recognize a pattern. When race is used as the catalyst for action the case study illustrates a few relevant patterns. Race-based riots are typically based on perceived racism against blacks. These riots generally start—and end—in the neighborhoods populated by the apparently aggrieved demographic. Blacks riot in black neighborhoods. There is no recognizable effort by the mass of rioters to move the riot into middle-class or non-black neighborhoods. What these patterns likely mean is determined by other analytical tools. Pattern analysis however is the use of these tools to determine what recognized patterns mean. That is pattern analysis.

Link Analysis

Link analysis is the process of identifying and analyzing the relationships between personnel, events, activities, and organizations/networks, in order to determine key or significant links. This can allow the analyst to determine with accuracy, not only who is involved in a given situation, but also how they are involved, in regard to their significance and/or leadership roles. Link analysis is one of the most fundamental tools we have for developing an accurate intelligence picture of groups of individuals and their relationship to different events. In the context of community autarky and security, good link analysis may provide a picture of who are threats within the community, based on their connections with known hostile elements.

Two examples of tools used for link analysis include the association matrix and the activities matrix. These tools greatly facilitate the understanding of relationships between different personnel and/or elements, because the construction of the matrices is the easiest, simplest method of illustrating the relationships between different elements in a single-picture format. The links may be anything of importance, ranging from people to places, groups, telephone numbers, or locations. In the context of analysis of HUMINT information, link matrices are most often used to determine “who knows whom” and “who was where, with whom, and what were they doing their?”

Association Link Matrix

Andrew	XXXXXXXX	Known	Known				
Bob	Known	XXXXXXXX	Suspected				
Chuck	Known	Suspected	XXXXXXXX		Known		
Dan				XXXXXXXX			
Eddie			Known		XXXXXXXX		
Fred						XXXXXXXX	Known
George						Known	XXXXXXXX
	Andrew	Bob	Chuck	Dan	Eddie	Fred	George

In this association matrix, we can see who among our subjects knows whom, and who we suspect they know. This can be useful in our IR/PIR request formulation even. I want to check out Chuck's FB page, to see what IMINT and COMINT information I can acquire. I can't find Chuck's FB page, but I know he has one. If I assume that he is using an alias on FB, then I can use the association matrix to investigate. Chuck knows Andrew. We "know" this. Unfortunately, we also "know" that Andrew does not have a FB presence. That's a dead-end, unless I use my matrix the way it was designed. In addition to Chuck, I know that Bob and Andrew know each other. This leads me to suspect that Bob and Chuck may have at least a passing acquaintance. I have found Bob's FB page, so I begin looking through the list of his FB "friends." If I have a photograph of Chuck, this shit is easy. If not, I may look for any conversations on Bob's wall that mention Andrew, and look for comments from other people. When I find those, I can try and positively identify each person, ruling out that they are Chuck. If I find someone that is using what appears to be a pseudonym, I will look for further evidence to determine if it is Chuck.

It is the association matrix that provides me the framework to get this far, thus allowing me to discover a photograph of Chuck. My hypothesis that this is Chuck may turn out to be mistaken, but I have a hypothesis to start with, so now I can look for other evidence to test my hypothesis.

Activities Link Matrix

Andrew	Present			Present
Bob	Present			
Chuck	Present			
Don		Present		Present
Eddie		Present		
Fred		Present		
George			Present	Present
	Riot on 3 rd St	Arson on 5 th	Political Rally at Univ	Meeting at safe house

An activities matrix is based on the same principles as the association matrix. It may be a stepping stone to building my association matrix. In this example, I see that Andrew, Bob, and Chuck were all the riot on 3rd Street. This actually reinforces my suspicion that Bob and Chuck know each other. It may also drive my search on Bob's FB page. If I look for COMINT or IMINT regarding the riot, I may have an easier time finding Chuck's pseudonymous account.

Alternatively, perhaps my search of the FB page is what informed me that they were all three at the riots. Meanwhile, I also discover that Don, Eddie and Fred were at the scene of an arson on 5th street.

The only person I know of that was present at the political rally at the university though is George. He may be completely unrelated to the other six people. Unfortunately for George's OPSEC-driven cellular approach to counterintelligence, I have evidence that places him at the safe house with Andrew and Don. That means now, I need to reexamine my associations matrix, because the meeting at the safe house, combined with the presence of the two cells at the different events, indicates that all of them are probably/possibly associated.

Further, if I deduce (see below) that all of them are associated, and part of a network, I now have evidence to develop the hypothesis that Andrew, Don, and George are the leadership cell. If they follow, or I assume that they follow, Maoist-insurgency theory, the fact that George is the only member of the leadership cell that did not get his hands dirty, George is now my target, because if I get him, I can leverage that through interrogation, to find the rest of his cell, and if the pattern holds, and it is a three-member cell, I have now rolled up three networks, each composed of seven insurgents, for a total of 21 personnel. In turn, one member of the leadership cell, at least, is probably part of a higher echelon, leading me further up the chain.

Link analysis is an extremely useful tool, although, as we will see in the next chapter, there are ways to lessen its effectiveness. Using it to our benefit however, gives us a powerful device in our analytical tool box for developing and testing hypotheses.

The Power of Logic

Logic and reason are terms that are often misused in common conversation. Logic is actually a discipline of philosophy that studies the distinction of correct reasoning from incorrect reasoning. While it is common to hear someone say "that has to be true, because it makes sense. It's just logical," this is actually a misuse of the term. There is a distinction between truth and logical. For something to be logical it must arrive at through correct reasoning. This is independent of its truth.

What the fuck does that mean, and how the hell is it relevant?

Deductive reasoning is one type of valid reasoning. Deduction starts with a general hypothesis, and examines the possibilities to reach a specific, logical conclusion. "All men are mortal. John is a man. Thus, John is mortal." We have deduced that John is mortal, because John is a man, and all men are mortal. Right? That is logical.

Unfortunately, within the context of intelligence analysis, it is possible to come to a logical conclusion, via deductive reasoning, and for the conclusion to be wrong, or incorrect. Generally, this results if the original generalization is incorrect or inaccurate. "All men who are bald are grandfathers. John is bald (I'm not fucking bald!). Thus, John is a grandfather." This is a logical conclusion, reached through deductive reasoning, but it is also wrong. I am not a grandfather. Even if I were bald, I am not a grandfather. The original premise, "all men who are bald are grandfathers was incorrect."

Deductive reasoning is an extremely powerful tool for developing useful hypotheses in analysis. If the evidence is inaccurate however, whether it is due to inaccurate observation, disinformation, or flawed premises based on otherwise valid information, your logical argument can be completely inaccurate. Too often in the survivalist community, we see otherwise valid information used to create flawed intelligence product, despite proper logical reasoning, because cognitive biases create incorrect premises about available information. Following the principles of correct reasoning will not ensure that your information is valid. It will however, help to reduce the impact of cognitive biases about the meaning of the available information.

Inductive reasoning is the opposite of deductive reasoning, but it is still a useful tool for analysis. Inductive reasoning makes sweeping generalizations predicated from specific observations. Even if all the premises are true in the inductive reasoning statement, the conclusion may still be false.

"Paul Howe was a highly-trained Tier One SOF operator. Paul used the M4 in combat. Paul observed problems with the

lethality of the M4/M855 combination for killing people. Thus, the M4, at least when firing the M855 round, sucks at killing people, (compared to the AK47)."

This is an example of inductive reasoning. It is poor logic. It appears to be logical, but it is not. Again, with inductive logic, even if all the premises are true, in the statement, the conclusion may still be false.

Paul was a highly-trained Tier One SOF operator.

Paul did use the M4 in combat.

Paul has stated that he observed problems with the lethality of the M4/M855 combination for killing people.

All of these statements are, at least presumptively, true (while I am decidedly not calling Paul a liar, his observation may or may not have been true—accurate. While I don't doubt his interpretation of his observations is in earnest, the inadequate results may have been unrelated to the rifle—in fact, probably were—making his observation untrue. In fact, his observation that the M4/M855 was ineffective is itself an example of inductive reasoning).

Nevertheless, the conclusion of this line of inductive reasoning is demonstrably false. The M4 carbine, loaded with M855, has killed a LOT of little brown people over the twenty years of its existence. While it may be sub-optimal, it does not "suck at killing people." Further, the statement becomes not only untrue, but illogical, when we add the parenthetical at the end, because there is no basis, within the statement, for its inclusion.

Even if we added a modifying statement into the premise, such as "Somalis armed with AK47s managed to kill 18 members of TF Ranger," the statement is still illogical. While the Somalis did kill 18 US soldiers, not all of those—or even most—were killed with AK47s, and the M4 and M16 used by TF Ranger potentially accounted for hundreds of Somali dead.

Inductive reasoning is poor logic. It does deserve a spot in your analytical toolbox however. We can use it to create hypotheses, as long as we use deductive reasoning to test it. Inductive reasoning alone can result in untrue conclusions even when the premise is true. Deductive reasoning may result in inaccurate conclusions, but only if the premises are incorrect.

Despite its common misuse in the American vernacular, logic is an important discipline of philosophy, and it is an important tool in the analytical process.

Logic is critical for both deliberate and heuristic analysis.

Testing Conclusions

Application of the deliberate analytical process, using the tools described above, provides us the ability to formulate effective hypotheses in a variety of intelligence matters. The final step of the analytical process however, requires us to test the truthfulness of our conclusions. The three basic methods to achieve this are the "correspondence test of truth," the "coherence test of truth," and the "pragmatic test of truth."

The correspondence test of truth requires that our hypothesis corresponds with reality. The downfall of the correspondence test of truth is that it requires observation, as a metric of reality, that may not be possible due to the METT-TC situation. Despite this weakness, if first-hand observation, by sources known to be reliable, confirm that your hypothesis corresponds to reality, you can safely assume it is true.

The coherence test of truth is used to supplement the correspondence test of truth, when the latter is unusable. The coherence test of truth uses consistency with known facts or ideas to validate statements. When direct access to the requisite information is unavailable, the coherence test of truth becomes a

necessary alternative. It is the corroboration of a hypothesis, based on existing knowledge. If the new information is strongly corroborated by the existing knowledge bank, it enjoys greater credibility.

The downfall of the coherence test of truth is that, in order to be effective, the existing knowledge must be accurate. If it is inaccurate, then the coherence test is null. This raises the problem of “how confident are you that what you know is true?”

The pragmatic test of truth suggests that if a premise works in practice, it is true. While this seems like a legitimately valid measure of the truthfulness of a conclusion, it suffers some serious weaknesses, mostly based on the possibility of misinterpretation of evidence as a result of inductive reasoning.

Ultimately, what matters is that, before we send a completed intelligence product down-range to the end-user, we need some method of testing the truth of our conclusions. While none of these three tests is perfect, together they provide a multiplicity of ways to accomplish that task effectively.

Coherence Test of Truthfulness

“The FBI released a report today that indicates the militia organizations in 36 states conducted comprehensive PT assessments of all their members today. Over 1000 militia members in each state performed Rob Shaul's Operator Ugly assessment. 90% of participants scored over 175 points, with 100% of participants scoring above the 100 point minimum passing threshold.

Does this statement pass the coherence test of truthfulness, based on your existing knowledge bank?

Pragmatic Test of Truthfulness

My hypothesis is “I can kick your ass, because I am a special operations veteran.” If I put it to a pragmatic test, but smoking you in the back of the head with a tire iron, then it passes the pragmatic test of truthfulness. Unfortunately, I may have reached this hypothesis through inductive reasoning, meaning my use of logic was flawed, and the conclusion is not what was proved by this test.

*“I am a special operations veteran. I have a tire iron. If I hit you in the head with it, it will fuck you up. Thus, I can kick your ass, because I am a special operations veteran.” Uhm...no. That is illogical, even though I **am** a special operations veteran, I **do** have a tire iron, and if I hit you in the head with it, it **will** fuck you up.*

Unfortunately, the causal factors may not be accurate. My willingness to smoke you in the grape is what allowed me to kick your ass. That willingness may be a result of the training I received, but that hypothesis doesn't pass the coherence test of truthfulness, because there are a lot of people in the world, who have never served in the military, who are more than willing to smoke a motherfucker in the head with a tire iron.

Further limiting the effectiveness of the pragmatic test of truthfulness, an unsuccessful outcome does not necessarily make the statement untrue. If I don't manage to kick your ass, it may not be a result of an incorrect hypothesis. Perhaps we never meet in person, so I never get to test the theory. Perhaps when we do meet, your friends or mine, interrupt me by tackling and restraining me before I can take a swing.

While the pragmatic test of truthfulness can be useful, it is actually a relatively piss-poor method of testing your conclusions.

Conclusion

Intelligence drives operations. This is a truism in military science. Good intelligence drives effective, successful operations. Bad intelligence product drives operations right into the ditch. In order to be

good intelligence, our product needs to be timely, relevant, accurate, and useful. To be useful, it needs to be actionable and/or predictive.

As survivalists, we are concerned with preparedness for a variety of potential threats to our lives and our way of life. In order to prepare to face those threats, we need to train. Like any other operation, good training must be driven by good intelligence. In order to know what my training should cover, I need an accurate intelligence picture of potential threats. Good collection and analysis efforts, using valid analytical processes and tools, for a variety of potential threats, can provide me a reliable, actionable intelligence picture if what emerging threats exist. This provides me a frame work for determining what my training program should encompass.

An incomplete, inaccurate, or non-existent intelligence picture leaves me training people to fight the Soviet Army, rushing through the Fulda Gap. As a survivalist, the single most important aspect of underground operations you can master is effective intelligence operations. There is a lot of information in the world. Too often, people are overwhelmed with the amount of unfiltered information available, as survivalist news aggregator web sites post links to anything that seems like it might be potentially relevant.

Without an analysis process in place to verify and assess the incoming information, too many people just assume, "it's on the Internet, so it must be true!" This triggers their limbic system "fight, flight, or freeze" response, and since they are being overwhelmed with information, they either freeze, and don't do anything, or they choose flight, and run screaming away, putting their heads back in the sand of oblivion like the rest of the population. Your efforts to train yourself and others within the core cadre of your social network in intelligence collection and intelligence analysis will mitigate this. Hopefully it will also contribute to reducing the amount of complete horse shit that is spewed throughout the survivalist community, masked as "intelligence."

The tools defined in this chapter provide a framework for beginning to develop intelligence collection and assessment abilities. They are not the complete solution. They will provide a beginning. As challenging as it may seem, remember, knuckle-dragging jocks may win fights, but the intel nerds let us win the wars.

Suggested Further Reading

TC 2-33.4 Intelligence Analysis, 2009

FM 34-36 Special Operations Forces Intelligence and Electronic Warfare Operations, 1991

FM 7-8 Infantry Rifle Platoon and Squad, 1992

Tactical Questioning: Soldier's Handbook, 2003

Hound of the Baskervilles, Sir Arthur Conan Doyle, 1902

How to Win Friends and Influence People, Dale Carnegie, 1936

Social Engineering: The Art of Human Hacking, Christopher Hadagny, 2011

Logic: A Very Short Introduction, Graham Priest, 2001

Structured Analytical Techniques for Intelligence Analysis, Richards J. Heuer, 2010

Psychology of Intelligence Analysis, Richards J. Heuer 1991

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Chapter Five Good Morning, Mr. Gray Man

“I come in here and the first thing that I'm doing is catching the sidelines and looking for an exit...I can tell you the license plates on all six cars outside; our waitress is left-handed and the guy sitting up at the counter is 215 pounds and knows how to handle himself. I know the best place to look for a gun is in the cab of the gray truck outside. And at this altitude, I can run flat out for a half mile before my hands start to shake...” --Jason Bourne, **The Bourne Identity**

In many ways, counterintelligence can be defined as self-defense. Counterintelligence (CI) are those activities taken to prevent other parties from collecting accurate, useful information about us that can be used to produce accurate, timely, relevant, useful intelligence products that are actionable or predictive. This prevents them from being able to mount an effective attack. Often collectively labeled OPSEC, the efforts used for CI possess a range of labels, depending on the particular aspect of intelligence collection they are intended to counter. While they seldom explain it correctly, the common refrain of self-defense instructors that “self-defense is about awareness first!” is accurate.

Counterintelligence efforts, to be effective and reliable, are predicated on good intelligence efforts on your own part. This involves accurate collection and assessment of information regarding threats and potential threats within your operational environment, as well as the collection and assessment of information regarding specific threats to yourself, family members, and/or other members of your social network and/or core cadre. Accurate analysis of threats and potential threats to the last two are equally important, because you may find yourself targeted incidentally to the threat against them. This intelligence effort is about building awareness of your situation—it's METT-TC.

Anti-personnel attacks share common characteristics, whether they are the result of deliberate targeting of the individual victim, or they are arbitrary attacks by “common” violent criminal actors (VCA). These characteristics are valid, whether you are on foot or traveling by vehicle. Setting aside the specific motivation for the attack, the mechanics of anti-personnel attacks are largely universal. Whether the attacker is a VCA, a criminal gang, or a terrorist organization, there are few major differences regionally or internationally. To some degree, this is a result of the sharing of TTP between non-state armed groups and actors through the Internet and other means of shared information. Beyond that however, the fundamentals of tactics are...well, fundamental...there are certain ways to execute an effective ambush, and these do not change because of cultural or physical terrain factors.

Regardless of who is executing it, a well-planned attack requires a few common factors: the victim distracted and his movement, including escape, is somehow minimized or controlled. The site of the attack is selected to favor the attacker: there is cover and concealment available for the attacking force, and an escape route is close-by. The whole process is very straight-forward, and is understood by anyone who knows how to conduct an effective ambush, regardless of the source of their expertise.

Determining how to develop your CI tactics, techniques, and procedures (TTP) is predicated on determining what threats you face. It is simple enough to say, “I’m worried about threats!” but it’s categorically impossible to protect yourself from the risk of harm from every potential threat. If you try, you will find you’re actually not prepared to avoid any threats. When we say, “it’s all METT-TC dependent,” this is what we are talking about. The CI efforts that you need to make; the TTP you need to utilize, will be determined by the results of your intelligence efforts. Those efforts provide you with an estimate of the situation—situational awareness.

It's called “counter” intelligence, for a reason

CI is counterintelligence. It is what we do to prevent the enemy from gaining an accurate, actionable intelligence picture of our situation. Whether that is achieved by making them believe we are too hard a target to hit, without losses they cannot afford, or it is achieved by seeming to be a target that is not worthy of their attention, the goal is the same. For this reason, we can call CI “self-protection.”

The simplest way to understand CI is to ask yourself: “What information do I want to gather about others in my environment, in order to develop an accurate picture of their capabilities and vulnerabilities, in case we need to fight? How would I go about gathering that information?”

Once you have determined the answers to those questions, CI is simple (note, I did not say “easy”). Simply do not let them gather that information about you, using those means. Whether that is done by masking the information, camouflaging it, or providing them deliberately wrong information—disinformation—this is the distilled essence of what CI is. It is protecting yourself by not allowing actual or potential opposition develop an accurate picture of your situation.

Situational Awareness

Situational Awareness (SA) is critical to everything we do. Too often however, it is given pro forma lip service, and nothing else. This is doubly unfortunate, because even as these instructors tell their students that they need to maintain situational awareness, they fail to provide definitions or practices for the students, so that they can develop SA.

Situational awareness can be defined as your level of contextual understanding of what is happening around you, why it is happening, and who is causing those actions. The context needed is a definition of what those occurrences mean to you. SA is the observation and orientation portion of the OODA loop, as an expression of the intelligence function.

While most of us—even SOF veterans—are not fictional action heroes with the scientifically increased powers of observation and action, like Jason Bourne, we do all possess the ability to increase our conscious and unconscious understanding of the specifics of situational awareness, in an attempt to improve both our intelligence collection efforts generally, but for our individual survivability, via an understanding of the requisite CI efforts to prevent or defeat an attack.

Factors of Situational Awareness

Understanding the depth of SA requires a fundamental grasp of the factors that comprise SA. It’s easy to say, “Situational awareness is just being aware of your surroundings,” but it’s really not just that simple. Claiming that is nothing but a cop-out of the intellectually apathetic. The basic factors that make up situational awareness can be defined as METT-TC. More specifically however, they are friendly force awareness, environmental awareness, and threat/third-party awareness.

Friendly Force Awareness

Friendly force awareness is an understanding of the “Troops” portion of your estimate of the situation, relative to how those factors relate to the other two elements of awareness, and their perception of you. While cognitive biases can be extremely limiting here, generally in the form of the Dunning-Kruger Effect, it is possible to develop an understanding and awareness of these factors.

Our presence in our environment has an impact on the environment, for better or for worse. This is an even greater factor when we are foreign to the environment. Whether we are camping in the backcountry of Yellowstone National Park, and our presence keeps the elk from moving along their normal migratory routes, or we're rolling through a traffic circle in Mosul, Iraq, our presence will have an impact on the way the residents of the environment behave. It changes their own perceptions of the environment.

In tribal and neo-tribal environment of the failing nation-state control, an outsider is “utangard.” Not only is the outsider untrustworthy, but they are fair game for lies, cons, murder, and any other offense. While you will never fool someone into thinking you are part of their tribe, you can modify your appearances to convince them you belong, socially. Your friendly forces awareness is what makes this possible. It is recognition of the need to fit in, and the resulting modifications to your projection through training, practice, and self-discipline. It is modifying your image projection to match the environment, in the eyes of the human terrain of the environment—whether local populace, or third-party/threat.

Gray Man vs Hard Target

There are two basic approaches that can be taken towards image projection modification. These are the gray man approach and the hard target approach. While a lot of instructors discuss these in passing, there are actually only a small number that I've come across—in the civilian context—that are capable of discussing them intelligently. Most of these—guys like Paul Sharp of MDOC and Craig Douglas of Shiv Works—are experienced undercover narcotics police officers, with formal training, who are quite literally, certified experts on the subject. For most of the other instructors teaching these distinctions, it boils down to them telling you to “like...you know...blend in...with your environment...you know...”

Obviously, this is not particularly helpful. On the other hand, their alternate advice, “look like a bad ass, so people won't fuck with you,” is actually not bad advice either, but it is still simplistic. We need a way to determine how to blend in with the environment, and a way to determine when to stop blending, and go all barbarian warlord on a motherfucker.

With the hard target approach, it's actually pretty simple, although it can hardly be called easy. The idea is to become more physically and emotionally imposing, so people are intimidated, or at least respectful, of your presence. It's really simple: lift heavy weights, eat a lot of calories, and get big and strong. Combine that with some basic training in combatives and gun-handling—so you know that you know how to fight—and suddenly, you will find yourself vastly more imposing to the people around you. Your kinesics will change. Instead of signifying your lack of confidence, you will communicate an unconscious message of “if you fuck with me, I will chop your head off and place it on a spike. Then, I'll feed your corpse to my pigs.” The confidence, grounded in competence, will be apparent.

That's the problem with the hard target approach too, however. It is one of the few areas in life where you genuinely cannot “fake it 'til you make it.” It just doesn't work. It's really simple to become more imposing. It's not easy. I'm a big dude. At 6'1” tall, I walk around at an athletic 215 pounds, with a large, full, “viking” beard, and full sleeve tattoos on both arms. I have a legitimate combative background, and the confidence that comes with it. I don't even have to try to present a hard target.

My paternal grandfather on the other hand, a combat veteran of the OSS in World War Two, was 5'4” tall, and never weighed more than 135 pounds in his ninety-plus years on this Earth. He was still physically and emotionally imposing, but

that was because he could kill a motherfucker, even at 90, without blinking, and he knew it. My grandmother, his wife? That woman will not be imposing, even if she hit the gym every day, and started packing my granddad's Browning Hi-Power.

The problem for those of us that can do the hard target routine, in our sleep, is the same problem that those who cannot present a hard target. That is adopting the gray man approach effectively. I can do imposing. Turning it off, so I can blend into the metro environment at the local shopping mall? That's considerably more difficult for me. I have had police officers walk up to me, tattoos, beard, and all, and ask me what department I worked for. When I tell them I'm not a cop, they don't believe me.

Image projection is a two-part equation. The first is raw physical appearance. The second is demeanor. Physical appearance is defined as those things that create the general image people see when they see a photograph of us. It includes things like clothing choices, jewelry, grooming standards, and fashion accessories. It is also a function of more permanent characteristics, like racial and physical characteristics.

The second factor in image projection is kinesics. These are the body language gestures and mannerisms we use, usually at a subconscious level. While some are unchangeable expressions of emotion that are universal to the human experience, the ones that define us as XXX within the human species can be modified, with practice and conscious attention.

The gray man approach requires that we be able to recognize our image projection components, and modify them to match our environment. How would someone in the role I am assuming, project this element of his image?

An understanding of the image we present, as individuals, is an important component of constructing effective CI TTP. Within the physical appearance aspects of image projection, there are two basic levels, or tiers of concern. The first of these is your physical self. The second are the fashion choices you make. Both of these levels are important to CI, because they not only can be used to positively target and identify you, but because knowing what they are will allow you to modify them as needed to change your CI profile.

Tier One Image Projection Concerns

The first tier of your image projection is your physical self. When you stand in front of a full-length mirror, buck naked, what physical characteristics do you see—whether they can be changed or not—that might make you stand out in your operational environment. What do those characteristics imply, within the context of your environment?

These can range from skin color and grooming habits, to the presence of body art like tattoos and piercings. Levels of physical conditioning, expressed through your physical appearance, play a factor as well. What characteristics do you have, and how will they affect your ability to portray a hard target, or to perform as the gray man?

I have a lot of tattoos, all of which are “viking” style art. I have a full-sleeve on one arm, and a ¾ sleeve on the other. If I'm trying to project a hard target image of course, those don't do one damned bit of harm. They portray my self-image as a warrior and a bit of a barbarian. In the context of trying to be a gray man, they can be somewhat more troubling however. If I lived in Japan—or were married to a Japanese woman and needed to travel to Japan regularly—my tattoos would be very limiting. In modern Japanese culture, tattoos are a mark of criminals like the Yakuza. “Good,” polite Nipponese do not have tattoos.

In my largely middle-class, predominantly Mormon community, my tattoos definitely stand out, if I am wearing short sleeves, or have my long sleeves rolled up. In my current operating environment, that's

not particularly limiting, because my neighbors know that I'm not a member of their church, and they don't mind. If I need to do something socially however, such as attend a social gathering at the local ward's meeting house, and I want to be able to carry on conversations (such as to perform TQ) with the nice Mormon folk that I don't know? I roll my fucking sleeves down. Does that rob me of my self-expression? Who gives a fuck? I know that the LDS church frowns on tattoos, and I would rather be the gray man in that situation.

I also have a full-beard. It's actually been described as “pretty awe-inspiring,” and “very viking-chic!” In some elements of contemporary US culture, that's perfectly acceptable; it's even a mark of “coolness.” In other's it's a sign of a lack of personal grooming standards. Fortunately, while most of my Mormon neighbors do not have beards—the church as a culture tends towards clean-cut conservatism—enough do, and I live in the Inter-Mountain West, where Gentile (non-Mormon) men are almost expected to have beards, unless they are professionally proscribed—that it's not a socially limiting factor for me. My beard simply does not stand out here.

From a CI standpoint, my tattoos are an image projection issue, but the CI TTP to mitigate that is simple: wear long sleeves. My beard is pretty identifiable also, but not in my environment. If it were, the CI TTP mitigation method would be to either a) shave, or b) trim it to a more acceptable form.

The Tier One physical appearance image projection realm, we need to determine what physical characteristics we have, and how those impact our environment. Do they make us stand out in our environment? If they do, will the attention they draw be beneficial or detrimental. If it will be detrimental, we need to determine a way to mitigate the risks inherent to those characteristics.

A white man, living in a black neighborhood, who is worried about a black criminal organization targeting him for his presence, needs to figure out a way to mitigate the risks inherent to his skin color making him stand out. Whether that is changing his second-tier image projection factors, or it is adopting a hyper-aggressive posture to protect himself, this is still CI. By projecting a hard target image, he is attempting to provide an inaccurate intelligence picture to the opposition or potential opposition.

Second Tier Image Projection Concerns

Second tier physical characteristics include those elements of your appearance that are not permanent or semi-permanent aspects. This includes the fashion choices you make—or more accurately, what those fashion statements say about your self-image—ranging from attire to fashion accessories. **They are important, only as they relate to the image you project within your environment.**

I tend towards athletic, outdoor recreational attire. I wear clothing from brands like The North Face, Mountain Hardwear, Patagonia, and Salomon shoes. I tend toward the typical “disgruntled” veteran wardrobe of cargo pants and sweatshirts, or outdoor technical clothing like fleece, Gore-Tex, and down-insulated nylon parkas. I wear high-end hiking boots, a Casio G-Shock watch, and a braided 550 cord bracelet that a “brother” gave me. I wear Wiley X sunglasses as religiously as a Jewish man wears his yarmulke.

Combined with my 1st tier characteristics, and my demeanor (see later in this chapter), to people who exist in a certain sub-culture, this presents a hard target image that doesn't require the latest multicam jacket or gear-queer “operator” baseball cap with a gun company logo patch to decipher. Whether it's a

criminal, a cop, or a soldier looking at me, they see the image of “the guy sitting up at the counter is 215 pound and knows how to handle himself.”

Within the context of my environment, that's a useful tool. To the average citizen, passing me in the grocery store, while the confidence communicated by my body language might cue their discomfort trigger a little (only in men. According to my wife, the women we pass get instantly aroused by my seething testosterone), I am still relatively gray. Especially here in the mountains, they just see a typical outdoor jock. In the summer, I could be a mountain climber or backpacker, in the winter, a skier.

For those in the know however, cops don't hassle me or write unnecessary tickets, soldiers and other veterans recognize me as one of their own, and criminals bypass the opportunity to get throat-punched or dick-shot. It is definitely a modifier to the environment however, if I am not in a typical, middle-class community, or in a mountain tourist town.

I've been in a convenience store, in a large city in the Pacific Northwest (PNW), when some dude, obviously with ill-intentions, walked in, looked around to size up the place, made eye contact with me, and left, almost tripping over himself. Ten minutes later, a convenience store three blocks away was robbed at gunpoint by a man who matched his description, and pulled sawed-off shotgun out from under his jacket.

This modification could have been detrimental however. If the dude had been a little more committed, or not known there was another possible target close by, he might have decided that the shotgun under his jacket could have beat the gun he assumed I had concealed under my jacket...and maybe it would have. I'd be dead on the floor of a stop-and-rob, because my hard target image projection would have cued him that I was a threat, but he was dangerous enough to face that threat. The typical “be hard target” advice is good, but sometimes runs the risk of being interpreted as “assume all bad guys are cowards or rational.”

The second tier accouterments that people wear provide a lot of information about them that can be useful to the keen observer. The guy wearing 5.11 tactical pants and a rigger's belt may or may not be a shooter. He does want people to think he's a shooter though. That's going to make a significant difference in how I interact with him. Even if someone doesn't know what 5.11 pants or a rigger's belt is, this will still have a significant impact on how they view him, because it's an image statement significantly different from what they are accustomed to.

Taking the gray man approach requires that I modify my image projection to fit my environment. What that means is, I need to look at each element of my first and second tiers of image projection physical characteristics, and consider them in the context of my environment. Would a guy, local to this environment, wear XXX, or would he wear something different? If he would wear something different, can I wear that instead?

What we cannot do however, is try to use our image to change who we are. In Afghanistan, working with the Northern Alliance (NA), back in the early days of the war, a lot of guys wore at least some pieces of local garb, in an attempt to minimize their visible exposure. If the Taliban or AQ saw us in a group, at a distance, it was more difficult to determine who the Americans were, and who the NA were. This was CI. What we could **not** have done however, was pass ourselves off as locals.

In the summer time, here in the West, there are rodeos every weekend. Ranging from major socio-cultural events like Cheyenne Frontier days, to the small-town local events, they are a big deal. When I go to one, I can put on the big, ten-gallon hat and the boots and Wrangler jeans, and I can look like all the other town people playing cowboy for the night. It's a gray man approach. What I cannot do is try and pretend to actually be one of the cowboys competing in the rodeo. Like I said in the intelligence chapter, the only thing I know about cows is that I like my steaks medium-rare. I can ride a horse a little bit, but if I tried to lasso something, the only thing I'd catch would be myself. I'd look like the proverbial monkey fucking a football.

What we wear is a mark of distinction and belonging. It tells other people in the environment about us, if it is observed in context. My technical outdoor clothing doesn't say "this guy is an operator." When taken in the context of my other characteristics however, it does help indicate that to people. Wearing a pair of Crye Precision multicam trousers to the grocery store is not going to make people swoon at the presence of an "operator." With the rest of the image projection characteristics though, it might (probably not. You just look like a dick).

The little details are what we often overlook, and those add up, when taken in context with other factors. My Casio G-Shock is a rugged, reliable time piece. It's also relatively inexpensive. You can buy one at Wal-Mart for less than \$100. Wearing a G-Shock does not, by itself, ruin my chance of being the gray man. Any idiot could be wearing a G-Shock. In context however, it says a lot.

It was—and may still be for all I know—the de facto wristwatch of the Ranger Regiment. Just like Rolex Submariners and Star Sapphire rings were once semi-official, unofficial "membership badges" in Special Forces (I've never actually owned a Rolex. By the time I was there, a lot of guys wore G-Shocks...and I've never worn rings. I don't even wear a wedding ring.), a large enough percentage of Ranger NCO wore G-Shocks to make them a kind of indicator.

I can get away with still wearing a G-Shock solely because they are so common and cheap. If I did wear a Submariner, **that** would be a CI problem.

In order to have a positive impact on your CI efforts, everything about your image projection—including the overall impact—has to be considered in the context of your specific environment. "Do I fit in, like the gray man?" "Is there something about my image projection that would make me stand out, and identify me as a target for hostile intelligence collection efforts?" "If so, can I change it, or can I successfully pull off a hard target approach to provide disinformation about my SALUTE/SALT factors?"

Demeanor

The second factor of image projection is as—or more—important than the physical characteristics details. This is your demeanor. Demeanor is defined as "outward behavior or bearing." This is probably the best fucking definition ever, for why demeanor is so critical to CI and what approach you will take to interrupt other parties' ability to collect accurate intelligence information about you. Demeanor is roughly divided into behavior and etiquette.

Behavior, in this context, can be divided into several categories. There are universal human behaviors and there are cultural human behaviors. We need to understand what the universal behaviors are, so we can recognize them in ourselves and others. If we operate in our home environment, we also need to

become aware of the cultural behaviors of our environment, so that we can identify what they mean, and what we are communicating when we display them.

We need to understand and recognize the universal behaviors, and know what they mean, so that we know that the messages we are communicating with our behavior, matches the message we are trying to portray in our CI effort. These behaviors can be roughly divided into kinesics, biometrics, proxemics, geographics, and atmospherics.

Kinesics are the conscious and unconscious body language we use to communicate emotion. This can range from the way we position our arms and legs, to shaking or nodding our head. Being able to decipher kinesics is a useful tool for CI efforts because it allows us to recognize if/when our own kinesics are either consistent or inconsistent with the information picture we are trying to present to our environment. If I am trying to blend in with a homeless population in Seattle, it doesn't matter if my clothes are dirty, I'm unshaven and haven't showered in a week; if I am walking around with body language that says "I will fuck start your face if you start shit with me" that more clearly indicates a level of self-confidence not typical of the homeless, no one is going to buy the image I'm trying to sell.

Kinesics

Kinesics are a critical factor in both sides of the Intelligence/Counterintelligence equation. They are more readily accessible, since they can be seen at a distance, and they are easily understood—intuitively—by pretty much anyone older than about 18 months.

The important questions about kinesics, from the CI perspective include: what are the universal behaviors of humans, and what do they mean? How are they modified in my environment, if at all? Can I adopt those modifications, to fit into the environment? What kinesics behaviors am I displaying? Are they congruent with the image I am trying to present?

Arguably the most important—and least understood by laymen—factor about kinesics is that no particular behavior has just one meaning. We look at clusters of behaviors to deduce meaning.

The typical crossed-arms stance is a great example of this. To the novice kinesics student, familiar with the subject only through light reading in popular media articles, crossed arms means "the individual is creating a barrier. They are uncomfortable and want to protect themselves."

Unfortunately, while this can be true, it is not necessarily. I stand with my arms crossed all the time. Typically, I do it because I am actually very comfortable where I am standing, and don't want to move, but don't have anywhere to put my arms/hands. Crossing them over my chest is a natural, comfortable position.

Kinesics experts will actually tell us that the crossed-arms position has as many as four basic, possible meanings. It can mean the individual is cold. They're crossing their arms in an attempt to warm up or stay warm. It can be a barrier, to keep someone away. It can mean they are comfortable and just need a place to put their arms (see my example above). It can mean they are uncomfortable, and want a shield, even though they're not keeping anyone in particular at bay. It's more important that we determine what the crossed-arms—or any individual behavior—means in context with other behaviors they are displaying.

In the US Marine Corps' Combat Profiling program, students are taught to look for three distinct behaviors and to deduce meaning from the combination. This is a pretty solid recommendation, in my experience. From the CI perspective, this gives us a tool to look at our own behaviors, through a useful lens, and ensure that it is sending the message we want to send.

If I want to hide the fact that I'm an SOF veteran gunslinger, capable of physical violence, because I don't want anyone to know what I am capable of, then recognizing my behaviors can allow me to change them, through disciplined practice, so

that the message I am displaying is something else entirely. If you are not an arrogant prick—like I am—with overwhelming self-confidence, but you want to present a hard-target appearance, you would have to do the same thing in reverse. Instead of adopting a rolled shoulder, slouched position, with your legs crossed, and head down; all behaviors that indicate submissiveness, when taken together, you would need to change.

Perhaps, holding your shoulders back and square, and keeping your head up and looking around would do the trick. This would have to become a practiced, disciplined behavior to pay off however. Just doing it for the two minutes it takes you to read this page will not be enough.

Biometrics are the biological, autonomous responses to stimuli that we cannot overcome. The startle response—hands fly up, eyes open wide, shoulders hunch protectively, and our body squares to the danger—is an example of a biometric behavior. When you experience stress, fear, or any other strong emotion, your body's autonomous nervous system (ANS) responds. Usually this response is with a nice, unhealthy dump of adrenaline into the system.

Biometrics are behavior identifiers, because they are indicative of a change in the emotional state. When your emotional state changes, such as you are suddenly fearful that mom will discover you are lying to her, you undergo an ANS response. This creates biometric cues. Whether she understood it or not, this is why your mother always knew when you were lying.

Biometrics are Evolutionary

Humans populate all parts of the world. Despite possessing the basic physiology of the African ape family, we have managed to survive and thrive in all environments. This is because we are adaptable. Our physiology has evolved, as different groups of humans have existed in different climates. This is why a northern Canadian Indian will have a different physiological response to heat and cold than a Central American Indian.

Within the context of our adaptable biology, we survive by maintaining equilibrium of our body systems. Our body has to adapt to the environment, in order to maintain a normal state in functions like our heart rate, respiration, core temperature, and blood pressure. That state of equilibrium is the baseline of our biometric identity. When a change occurs in the system—whether from environmental factors or emotional factors—our physiological responses vary from the baseline.

A trained—or even simply experienced—observer, will note these changes. This is how come we can tell when our wife is pissed off at us. She may be saying, “I’m fine!” but her biometrics are telling us otherwise, even if you don’t know they are called biometrics.

Within the context of CI, if our ANS response—expressed by our biometrics—does not correlate to our environment, and our supposed role in our environment, we are “blowing our cover.” There are three main reasons that an observer will notice a deviation from your biometric baseline:

1. Your biometric cues do not fit the baseline. An example of this is the mythic combat veteran, walking down a sidewalk in Manhattan. When the taxi can next to him backfires, none of the locals react. It is a normal occurrence in their environment. The combat veteran on the other hand, suddenly finds himself face down on the pavement.

In his “natural” environment, something loud, going “BANG!” close by is also normal, but it has an entirely different meaning. An observer witnessing his make-out session with the sidewalk however, knows that he is not a local. His biometric response did not fit the environmental context.

2. A change in the observed biometrics of the individual. When you tried to convince your mom that you did not take the \$20 out of her underwear drawer, it must have been your little brother, she knew what was normal for you. If you were normally a tanned, squint-eyed little Boy Scout, but suddenly your face is pale, your eyes are wide, and you are refusing to look at her

face, that was a change in your observed biometrics. She knew you were lying.

3. Kinesics can actually be an indicator that you are trying to hide your biometric responses. Keeping someone at a distance by closing off your body language may be an indicator, to a trained or experienced observer, to look closer, prompting them to discover biometric behaviors.

From the CI perspective, it is important to understand that biometric response are completely unavoidable. There are two potentially effective ways to overcome these. Both require extensive training and practice to achieve. Neither is particularly foolproof. Both require a solid, accurate intelligence analysis and resulting accurate situational awareness about the environment.

The first method is to modify your cover story so that it can explain your conditioned responses to various events that might trigger a biometric response that is unnatural to your environment and your supposed role in that environment. Instead of "I hit the ground because I just came back from fucking Iraq, and I thought I was getting shot at!" the cover story might be, "Dude, I grew up in the 'hood. I learned early to duck." This is a poorly conceived example, since it is so obvious, and this is generally best conceived with subtlety, but it's an example.

A better example?

Polygraphs work by measuring biometric data, and indicating variations in the norm. Anyone put on a polygraph has some level of nervousness however, so there really is no way for the operator to establish your actual "norm." By definition, as soon as your ass is strapped to a polygraph, normal biometrics take a shit. The "polygraph norm," for lack of a better term, is established by asking you questions that the tester knows the correct answers to. By seeing the biometric response of correct and incorrect answers, he can determine a metric that indicates untruthfulness. This is an important distinction, because polygraphs are not "lie detectors." They detect biometric data that indicates levels of truthfulness, as perceived by the subject.

In a non-military context, I smoked a polygraph once. I was required to take a polygraph for a background investigation as a condition of employment for a job that I really wanted. I did not want them to know certain things about my background, so I lied about them, and managed to fool the polygraph. I did it by "cheating" my biometrics.

"Is your name John?" is a pretty simple yes or no answer, right? Well, if I say either "yes" or "no," I am giving the tester a concrete biometric reading...he thinks. Here's the deal though. My name IS John, but as a kid, I went by Johnny. Later in life, I have gone by JR, John, and Johnny. So, which is actually my name?

The way I "cheated" my biometrics was, I created a false state of concern/confusion, emotionally. When I answered yes, I took a moment, and ran that discussion through my head, several times. This created a false anxiety in my nervous system. Was I telling the truth, or was I being deceitful? By coming up with similar tricks, for each of the test questions, I was able to create a useless polygraph result. Every single answer I gave, from the very beginning to the very end, had the same general biometric response.

The point of this is not that I'm some sort of Jason Bourne super spy. I didn't learn that skill in SF. I learned it by reading shitty action novels, "learning" that it was apparently possible to beat a polygraph. I then decided to do the research, mostly for shits-and-giggles, to learn how. By discovering how polygraphs worked, I deduced a means to beat them. It worked for me (I am not a polygraph expert. The above is an example of potentially inaccurate, inductive reasoning. It may have been something else entirely that allowed me to beat the polygraph).

Even if your biometric indicators are not congruent with your environment—or the role you have assumed within that environment, if you can develop a story that fits, it may work to maintain your CI effort.

The second method of "fooling" biometric observers is to simply change your biometric responses.

Wait! What!? If biometric responses are autonomous, how can we change them? They can't be changed, right?

They can be changed. We do it all the time. The natural biometric response to a sudden loud noise is to freeze, and/or to face the source of the noise. We change the biometric of soldiers, so their intuitive response to getting shot at is to hit the

ground, make yourself as small as possible, and look for targets. Through training, we change the biometric response of soldiers to make them more effective.

Within our context, we need to determine what events can be anticipated in the operational environment, that would elicit a biometric response, such as a startle response. Then, we need to determine what the biometric response of the person represented by our CI cover would be. We can then condition ourselves, through training, to exhibit that biometric response, in the face of that event.

Proxemics is a term that describes behavioral responses regarding spatial awareness in relation to another person. How close we stand to people in conversation, and our responses when people stand too close or too far away from us, are proxemics. Proxemics are both universal and cultural.

They are universal in some ways. We stand closer to people we are comfortable with or have a relationship with. We maintain our space with people we are uncomfortable with. Our attempts to control the space or the use of that space, are largely universal kinesics responses. Think of the hot girl at the bar whose space is being invaded by the drunk, lecherous older man. He invades her personal space, and she crossed her arms and legs—creating a barrier—and perhaps even turns her head away. That is a “flight” response of the limbic system’s “fight, flight, or freeze” response. If he continues to advance into her space, she may move away (flight) further, or she may turn towards him and shove him away (fight). While the specific kinesics used may vary by culture and individual, these are universal responses.

Proxemics are cultural in regard to whom we allow into our personal space, and how close we allow them to stand to us. In America, most men are not particularly comfortable having a conversation—even with a beloved friend—with another man, at extremely close distances. In some European countries however, and even more Third-World countries, men routinely hold hands as they walk down the street, carrying on a conversation.

Proxemics in CI is a matter of observation and replication. If you want to know the appropriate distance to stand away from someone, within your context, watch what others of similar status do. Then, mimic them. Failure to mimic this will result in proxemics errors that can have catastrophic effects.

Proxemics are Contextual

As a young man, I spent a lot of time in bars and night clubs. These ranged from hip-hop, techno, and metal music bars, to redneck country honky tonks. One night, I was sitting at a table in a honky-tonk in Alabama, with a group of people I knew casually. A very attractive young girl walked up and started visiting with all of us. It was obvious that she was well known to most of the group. She proceeded to give hugs to everyone. As I watched, a couple of the guys allowed their hands to stray to various parts of her anatomy. She would giggle and squirm a little.

Not really thinking about it, when she gave me a hug, I decided to cop a feel too. She proceeded to lean back and slap the ever-living fuck out of me...to the point she actually knocked me backwards out of my chair! When I stood back up, several of the men had stood up too. She told them what I had done, and the fight was on. In the process of getting my ass beat, I managed to escape, out of the club and to my truck. I left and never returned to that club. I had fucked up, invading her space, without the appropriate context of having a relationship.

PROXEMICS ARE CONTEXTUAL TO RELATIONSHIP AND STATUS!

Geographics and atmospherics exist as behaviors in close relation. Geographics is the pattern of behaviors an individual can be expected to exhibit in a given environment. Atmospherics is the collective attitude that creates moods within an environment. The appropriate behaviors for the geographics and atmospherics of a given environment should be simple to decipher. Simply look around and see what others of similar status do or are doing. It really is that simple. Of course, it may not be that easy.

Geographics and Atmospherics

Achieving effective gray man status in any environment can be accomplished or ruined by your understanding of the geographics and atmospherics of the environment. Returning to my misspent youth, take the example of a honky-tonk bar. There used to be this redneck bar I knew in Pawhuska, Oklahoma. I won't mention names, because I don't know if it's still there or not.

When you walked up to this bar on a Saturday night, the first thing you were likely to notice was a half-dozen Indians in the gravel parking lot, passing a bottle. They were generally very surly, and looking for a fight. White men who were sober still, and not looking for a fight, knew to stay away from them. If you wanted to fight some Indians—or you were looking to visit a pretty nurse in the ER so she could stitch your knife wounds—the geographics of the place meant you stayed away from that part of the parking lot. If you had to pass them, you'd just walk by quickly and quietly, without responding to their taunts. The geographics for them were, we stand in our pow-wow circle and don't fuck with the Long Knives unless they invade our hunting grounds.

Once you walked through the front door, the entire atmosphere changed. You'd have oilfield workers, cowboys off the nearby ranches, Indians, and yuppies up from Tulsa, trying to pretend they were cowboys. Everyone was yelling and talking at the top of their lungs, pouring cheap beer out of plastic pitchers into red Solo cups, and listening to some shitty local band raising a racket of god-awful noise that passed for music. On the sawdust-strewn dance floor, people would be twirling and swinging; in short, the atmosphere of that place was FUN!

One night when I was in there—probably late 1998, it would have been around a Christmas or Thanksgiving leave—a group of people walked in that did NOT fit. It was a group of about ten black guys, all pimped out in suits, with gold jewelry. Each had a well-dressed black woman on his arm. They walked in, moved to an empty table in a corner, and sat down. It's important to point out, the normal crowd was multi-racial, despite it being a “redneck” bar in Oklahoma. There would be Indians, Mexican farm hands, and black oilfield workers. In fact, I think probably the only ethnic group I never saw represented was Asian...and I could be wrong. It was a long time ago.

This group sat down at their table, ordered drinks, and simply sat. They talked quietly amongst themselves, occasionally laughing, for about 45 minutes, before they left.

When they initially walked in, no one gave them a second glance. The music kept playing, the drunks kept dancing, people kept laughing and yelling. Over the course of that 45 minutes though—and I only remember this, because they stood out so much when they walked in, that I quit drinking and started observing—the band continued playing, but within three songs, they had switched entirely to slow, mellow music. The dancers slowed down also, but at least half actually left the dance floor. The total volume of the bar dropped by at least ¾.

Because their behavior did not match the geographics and atmospherics of the bar, they actually changed the entire environment. Had it been a smaller group, that may not have occurred, but they still would not have fit in. In order for the gray man approach to work, your behavior has to match the environment. You need to be able to replicate the atmospherics of the environment. Failing to do so will make you stand out, drawing attention to yourself. That makes you an automatic target of curiosity. People will start asking questions about you, which puts your CI efforts at risk.

Etiquette

Beyond specific behavior, demeanor is also a factor of etiquette. Etiquette can be defined as the

conventional forms of behavior. Most of us, raised in middle-class homes, with caring mothers, automatically equate etiquette with “which fucking fork am I supposed to use?” We think of Emily Post or “Miss Manners.”

Etiquette to middle-class America means holding the door for little old ladies, and saying “please,” “thank you,” “Sir,” and “Ma'am.”

Etiquette however, is completely contextual to the culture. It is simply social rules for behavior. Saying, “Hey fucker, pass me the god damned potatoes!” is piss-poor etiquette at your grandmother's supper table. Saying it in an army chow hall? Only if you're calling the Sergeant-Major a fucker.

Etiquette as we know it is a set of codified rules of for polite behavior, developed as a way to keep men of honor from having to kill each other over minor insults, real or imagined. “Please pass me the potatoes, if you would be so kind?” is a way of keeping the Sergeant-Major from taking you to the tree line and beating your ass. When everyone walked around with a three-foot straight razor strapped to their hip, it was a way for a ruler to keep his men from killing each other, even if they were pissed off. If you wanted to insult someone, you could—without expecting him to draw his sword—as long as you kept the phrasing of your insult within the bounds of defined civility. If you did this, he could ignore the insult to his honor, without having to chop your arms off. If you didn't he would be obligated to fight you, to preserve his honor.

Understanding the etiquette of your specific environment, whether Grandma's dining room at Thanksgiving supper, a Hell's Angels' clubhouse, or Windsor Castle, is critical to personal, cultural, and situational awareness. The fact that someone's behavior seems boorish to you, based on your background, education, and beliefs, is fine. Allowing that to affect your counterintelligence efforts, due to not being able to blend in effectively, is not so fine.

Like the other factors of personal awareness—friendly force awareness—the appropriate use of etiquette is predicated on intelligence collection and accurate analysis that allows you to determine what impact your presence, and the image that you project, will have on the environment. Within the context of counterintelligence efforts, it not only helps you prevent becoming a target for intelligence collection efforts and hostile attack, it helps you determine what information you need to conceal, and what you need to do to mask that information.

Common elements within typical, middle-class American etiquette clearly illustrate that etiquette is relative.

In American culture, looking someone in the eye is considered polite. It indicates respect, egalitarianism, and honesty. In many other cultures however—including some that have large populations in this country—looking someone in the eye is actually considered rude. Many Asian cultures and Hispanic cultures, have a very difficult time looking people in the eye when they are talking, because it seems rude to them.

In middle-class American culture, my use of the word “fuck” is considered intensely crude. I even know better than to do it in the presence of women and children that are not mine, but it is still considered rude. If I am speaking to my 85 year old neighbor, and I start dropping the F-bomb, he's going to walk away (don't ask me how I know), without bothering to comment. If I ask him what's

wrong, he'll tell me "I don't appreciate that kind of language."

On the other hand, I have been in neighborhoods where it was so common that young children used it as casually as any sailor would. They actually make me blush with their creative use of the word!

Environmental Awareness

I have not suddenly become a socialist-progressive and joined Greenpeace. Environmental awareness in this context has nothing to do with saving the whales or preventing timber cutting in the Pacific Northwest. I don't give much of a shit about the Grey Spotted Owl. That's not what environmental awareness is about.

Environmental awareness is an understanding of the specific behaviors, customs, and social mores of the cultures represented within your operational area. It encompasses the factors of friendly force awareness, and places them into a context of what is normal, what is acceptable, and what is rude or unacceptable, within those cultures' value systems. It allows you to determine what image projection is appropriate, what is not, and what will make you stand out.

In order to protect our CI efforts, we need to understand the human terrain factors of the environment, in order to understand what fits and what does not fit, and how to overcome those in order to fit into the environment without drawing unnecessary attention to ourselves.

This environmental awareness will also provide us with an understanding of the normative patterns of the environment that will allow us to develop, improve, and maintain threat/third-party awareness through passive observation and active countermeasures of tradecraft.

In order for friendly force awareness or threat/third-party awareness to be valid, we need to be able to place them into the context of the environment. Without environmental awareness, this is impossible.

Threat/Third-Party Awareness

Awareness of the threats and potential threats within our environment is the ultimate driving factor in our CI efforts. It is an understanding of what potential threats exist in the operational area, how they operate, and what risks they pose to us, as a result of their operational modes. This will determine what CI efforts are necessary, which will be effective, and which are unsuitable or of otherwise little importance within our context.

Threat/Third-Party Awareness can only be developed through application of an effective intelligence collection and analysis effort. This assists us in developing an understanding of the threats present, the methods they are known to use—or suspected of using—and thus acts as a source of actionable intelligence to develop countermeasures for CI.

The greatest risk for most of us will come from what is called "arbitrary violent attacks." This is the random street attack. Victims are chosen very rapidly. This may be as quickly as ten second. Criminals use well-honed, intuitive heuristic analysis to identify potential targets, and weed out those that might pose a threat to the VCA. In the civilian self-protection industry, this process is often referred to as an "interview." The VCA is interviewing you for the job of victim. His observation of your behavior, and your responses to the interview "questions" will determine whether or not you get "hired."

Its effectiveness against arbitrary violent attacks is the greatest advantage of the hard-target approach. It

prevents violent attacks by presenting yourself as an undesirable candidate. The theory behind this is that criminals are lazy. If they wanted to work for their profits, they would have a real job. If a potential victim appears as though he would require the VCA to work for a profit, he will be bypassed in favor of someone less challenging. There is a great deal of value to this approach.

Understanding what the interview process is critical to short-circuiting the process. Knowing what the different phases are, and what each phase means, within the context of the entire process, is what is necessary to understanding the difference between the gray man approach, and the hard target approach, and which is appropriate when.

The Interview

People far smarter than I am have divided this interview process into three phases, to explain and teach the process that occurs, so we can recognize how to counter it effectively.

Phase One: This is the “application” stage. The intended victim actually “applies” for the job of victim by displaying victim behaviors. A lack of awareness of what is going on around you, such as preoccupation with your iPhone, digging and searching for your keys, or attempting to get your kid buckled into a car seat, allow the attacker to remain unnoticed until the very last moment. This allows him to leverage the element of surprise in his favor. If the applicant appears totally—or even mostly—preoccupied, by the time the VCA is close enough to start the actual confrontation, the victim is behind in his OODA Cycle, and has to play catch-up.

Defeating Phase One requires paying attention to what is going on around you, and an environmental awareness of what is normal and abnormal in your environment. Actions out of the normal are indicators that should automatically interrupt your thought pattern and shut down any preoccupation.

For most people, strapping an overactive, athletic three-year old into a car seat, is a pain-in-the-ass. The kid doesn't want to be strapped in. She's reaching for toys on the floorboard, perhaps crying and whining. She's asking you to stop at McDonald's for a Happy Meal. The typical person gets so focused on this process, trying to just “get it over with,” that it requires their undivided attention. They ignore the guy in ghetto garb walking towards them, between the cars, simply assuming he's waiting to get into the car next to them.

With adequate, appropriate environmental awareness though, if the parent was aware that the vehicle next to them was a flatbed ¾ ton pickup, with hay still on the bed, they would have a contextual understanding that the individual did not appear to belong to the truck. The only other explanation is that the dude is interested in you. Noticing that, even while fighting to strap a resistant three-year old into a car seat, requires conscious effort to maintain vigilance.

If this happened, and I continued to strap the child into the car seat, because I haven't noticed the guy, or I didn't make the contextual conclusion that he was out-of-place, would allow him to get close enough to me, to put me behind the curve. He is now inside my OODA Cycle, because when I do look up, he's already swinging a T-Ball bat at my head. I am “passing” this interview.

My remedy to this is that, at each step of the process of putting my kids in the car, I stop momentarily and look around. Is there anyone looking at me? Why are they looking at me? Are they closer than they should be, for this environment? If so, why? Am I blocking their access to their vehicle? Do they match the vehicle?

If anything seems unusual, or contextually inappropriate, I can stop what I am doing, and deal with the situation. Oh, my daughter isn't strapped in? Who cares? I shut the car door, and leave her loose in the truck, until I've dealt with this. I've only unlocked the car, and she's still outside of the car? Then I put myself between her and the closest threat, and deal with it, while continuing to look around for other threats.

Phase Two: This can be seen as the actual interview process. You've filled out the application, by having your head up your ass, and now he wants to ensure that you fit the job requirements. This can be something as simple as “Give me your

wallet!" or as benign as "Hey, you got the time/spare change/a cigarette?" If I seem to be unaware of what is actually occurring, then I just got "hired." His next move is shoving a gun or a knife in my face, and demanding what he really wants, or it is simply hitting/stabbing/shooting me, and then taking whatever he wanted.

If the interview makes it this far, you may be fucked. However, if you find yourself in this stage of the hiring process, simply making him realize that you know what is up, and will not be an easy victim may terminate the interview. This can be as advanced as drawing—or preparing to draw—your own weapon. It may only require an action that makes him understand you will fight back.

In self-defense training, a frequently taught method is called "the fence." With the best teachers, this is a physical and verbal barrier that precludes further advance. It's the contextual equivalent of asking the interviewer if he spilled lunch on his tie, or did the dog puke on it? It shuts the interview process down.

At it's most basic, the fence is getting your hands and arms into the space between you and the interviewer, in a manner that allows you to strike him, or to cover and protect your head. This should be accompanied with a verbal command—not a fucking request—to back off. This can range from a simple "Back off!" to the more effective "BACK THE FUCK UP!" Veteran undercover narcotics cop, and developer of the Extreme Close Quarters Combative (ECQC) program, Craig Douglas, insists on pointing out the very important distinction between "BACK THE FUCK UP!" and "BACK UP, MOTHERFUCKER!" The latter will back most people off. The second may force them to attack, to save face. The difference may be cultural—leading us back to the importance of intelligence efforts that create environmental awareness of cultures represented in the operational area.

Phase Three: If you fail to fuck up the interview process during Phase One (ideal), or Phase Two (acceptable), the interview will continue into Phase Three. Congratulations, you just got hired. You are not getting robbed/raped/beaten/killed. Your threat awareness factor of situational awareness was so low, that the VCA managed to get in the first shot, and you are now stuck with a job that you probably didn't want.

At this stage, the only possible way to survive is to just take the job and hope for a good retirement later, or to fight back, and hope you can figure out a way to short-cut his OODA Cycle and regain the initiative. Good luck with that.

Effective self-defense training is focused on arbitrary criminal attack prevention and defense. In this type of situation, a simple hard target approach, with well-developed situational awareness, and at least of a moderate level of combative training in unarmed combatives and clandestine carry pistol use, is generally an effective method of protection. The only counterintelligence effort needed may be into fooling potential interviewers that you are more dangerous than you actually are. This is achieved through awareness that allows you to detect a potential threat, recognize that his/she/they are a potential threat, and shut down the interview process by making them realize they will have to earn their paycheck. This works well in the arbitrary attack paradigm, because there is always another victim that will willingly walk into the job.

If a person is targeted by an organized hostile element however, the preparation for the the attack will be far more in-depth, because the anticipated reward is so much greater that it makes the effort worthwhile. In this case, a concerted intelligence collection effort will be made—within the capabilities of the hostile organization—to facilitate better planning of the attack.

In order to determine what CI efforts need to be made, we need to be able to conduct an actual threat assessment. This requires an effective intelligence collection and analysis effort previously—or during the assessment process—to determine what potential threats are in the operational environment, what their capabilities are, and what their PCoA are,

The Threat Assessment Matrix Process

Different intelligence, military, law enforcement, and security organizations have developed different specific TTP for assessing the risk of attack by different hostile organizations. They all share many commonalities, because, *“anti-personnel attacks share common characteristics, whether they are the result of deliberate targeting of the individual victim, or they are arbitrary attacks by “common” violent criminal actors (VCA). These characteristics are valid, whether you are on foot or traveling by vehicle. Setting aside the specific motivation for the attack, the mechanics of anti-personnel attacks are largely universal.”* Among these commonalities is that each requires a significant intelligence collection and assessment effort to determine the requisite information to complete the assessment process.

The threat assessment process used here is one variation. It may or may not work for your specific situation, but it provides a framework for beginning to understand the threat assessment process. Like all similar processes, it requires a significant intelligence effort.

This method quantifies ten different security factors to determine a relative threat to personnel security. It utilizes a simple, cumulative numerical scoring system of these factors to determine the relative risk of attack from each potential threat in your operational environment. The process begins with a security questionnaire that considers each of the factors in the assessment matrix. This will enable you to determine the relative risk as well as more precisely determine what CI/security factors you can improve to reduce your risk of effective attack by the various threats in your area.

Once the security questionnaire has been completed, and intelligence analysis has been completed regarding BICC/E and PCoA considerations of identified threat elements within the operational environment, the matrix can be completed, providing the relative risk posed by each different threat element. This will allow you to target your specific CI efforts to the most likely risk elements.

It is possible that not every question on the questionnaire above will be relevant to your personal or professional situation. That is alright. The purpose of the questionnaire is to force you to consider security-specific concerns in your life that could create openings for potential threats to exploit, or that could make you a target of a possible threat element.

As you answer the questions, consider the broader implications behind the questions. If you have other adults, teenagers, or socially-active children in grade-school, consider them in the questionnaire answering process. You may present a hard-target for hostile action from threat groups in your area, or you may have a flawless gray man image, but your 10-year old son meanwhile, is bragging to his friends about the new AR15 and AKM that his dad just bought, and doesn't bother locking in the safe...

Counterintelligence Threats

In the beginning of this chapter, we determined that the best way to determine our CI requirements was to determine what intelligence information we would seek, and what methods we would use to acquire that information, if we were in the threat's shoes, planning an attack, within their capabilities.

Looking at our sources of intelligence, we have HUMINT, COMINT, and IMINT. Determining what methods a hostile threat group would/could use to discover information about us, our activities, locations, capabilities, and material goods will allow us to determine what tools are practicably available to us to counter those threats.

HUMINT

In our intelligence chapter, we determined that the two most potent forms of HUMINT sources were observation, and TQ of people with access to the information we need. Countering these threats is relatively simple, albeit not easy. CI for passive intelligence collection requires us to be conscious of what information we project. What information can a hostile threat gain from simply observing us in our daily routines?

The threat assessment matrix security questionnaire can provide a great deal of insight into what information about our personal information we're actually projecting. Looking at the questions, in view of our choice to take the hard target or gray man approach, will provide us with the opportunity to determine if the information we are projecting about ourselves is giving threat observers the information we want them to have.

If we are able to metaphorically step back and look at ourselves through the lens of the security questionnaire, and analyze our SALUTE/SALT factors as seen from outside observation, we can begin to see what we need to change, if anything. Whether that is the availability of the information, who we are willing to disclose potentially incriminating data to, or the existence of the information itself, ultimately, we have to determine our approach to CI from passive observation individually.

When it comes to protecting our security from HUMINT exploitation by active intelligence collection, there is one basic premise to remember. Most people interested in survival and security have heard it, but like most other factors, few actually put it into practice in a realistic, effective manner. Simple on the face, with a tiny bit of introspection and thought, it actually becomes incredibly encompassing.

That is "need to know." Considered a factor of compartmentalization of information, need to know actually provides a very strong level of information security against HUMINT exploitation attempts. While it actually seems extremely simple, on the face of it—and IS simple, given some forethought—need to know is actually very comprehensive, when we consider it from the standpoint of information collection attempts of SALUTE/SALT information about our human terrain factors information.

Protecting your human terrain factors information from penetration/exploitation attempts is really a matter of letting as few people as possible know accurate information about you. Those people who do have a legitimate need-to-know should only have access to the minimum amount of accurate information that they need to have.

This is not about lying, other than by omission. Lying by omission is not a bad thing, unless you are omitting information that they legitimately need to know. If someone needs a physical address for you, then providing a physical address for a mail box service is not lying. They can get a hold OF you. They just can't get a hold ON you.

Need-to-Know, Social Engineering, and HUMINT CI

Understanding the value of assessing information about yourself through the lens of need-to-know provides an extremely strong defense against exploitation attempts intended to gather information about you for any hostile threat. This can range from identity theft attempts regarding credit card and financial information to people simply trying to determine the address of your physical residence. In order to accomplish this however, we need to be able to recognize who we have provided access to this information versus who actually needs this information. There is very little information about you that anyone

outside of your most trusted confidantes needs to know.

Even within your most trusted circle though, most people don't need to know. Whether you are talking about your employer, your parents, or your best college buddy, how much accurate exploitable information do they actually need about you? Regardless of how much you actually trust any individual—including your dear mother—it is important to recognize the susceptibility of anyone to exploitation through educated social engineering attempts.

Your mother knows your legal name—chances are, she gave it to you, right? That's unavoidable, unless you change your name legally, and neglect to inform her (which is certainly an option). If she also knows your phone number and physical address, she now has access to all of the information needed for even a half-assed penetration/exploitation attempt by hostile threats. How trusting is she? If someone approaches her from the right angle, how likely is she to provide them information about you? Does she know who has need-to-know? Does she understand the risk of HUMINT exploitation by social engineering?

“Mrs. Mosby, I doubt you remember me, but I went to high school with John. I haven't seen him in years, but was thinking about some of the crazy stuff we did back then. Do you suppose I could get an address for him? I'd like to send him a card.” I don't know about yours, but the sweet old lady that is my daughter's grandmother was give that shit up like a coke-addled hooker in Vegas.

How do we counter the threat of people with access to our legal identity? We don't give them access to other elements of accurate information. My mother does not know my physical address. She's been to my house, but my street number is not visible anywhere, and I use several mail drops for correspondence. She has a cell phone number to contact me, but she's also been clearly advised not to give it out to anyone, no matter what the pretext.

The same rule applies to people that have access to other legal identification information. It's not a matter of “I'm John Mosby, super-secret operator!” It's a matter of, I don't want to expose my family to exploitation by criminal penetration and exploitation, so I take some pretty solid CI efforts. Whether that penetration is a pissed-off leftist trying to retaliate for my willingness to put information out about how to protect yourself from their efforts, or a hacker trying to access my Internet accounts, is irrelevant. CI is CI.

Grasping the complexity of the protection offered by understanding and applying need-to-know requires a solid intellectual effort. You have to know what information an intelligence collection and analysis effort is seeking to find, as well as what their end goal will be. It also requires understanding the leverage that possessing any piece of information can provide. If the hostile threat only knows what you look like, and where you will be, at any given time, guess what? They can find out everything else!

If I work at the local mill, and someone knows that (“Oh, Mrs. Mosby, I heard John was working for Salem Mill! How's he like it?” “Oh no. He works for Lefberger's Mill, not Salem! He says he really, really likes it. He wishes he could get on days instead of night shift though!”), they now have access to information that can be used to initiate a surveillance effort. If they follow you home, they now have your address. Do a Google search of yourself sometime on the Internet. Use your name and your address, and see how much information is available in the first five or six pages of results.

The fact is, sometimes people do have need-to-know. The only way to protect yourself in those cases is to recognize the liability and figure out how to thwart it. Generally though, we assume people “need” information that they don't. If I had a bank account, the bank would NEED my name, social security number, phone number, and physical address. How accurate does all of that information need to be however? Well, they probably do need a legal name and a social security number, right? But, what if I pay cash for a prepaid cell phone and use that number only for banking and attached bills, rather than my primary phone? What if I use a mail drop address, away from my physical residence—even a couple of towns away? Sure, they NEED an address and a phone number. Do they need ACCURATE information however?

Pseudonyms and CI

“John Mosby” is a pseudonym. Anyone reading this book or the [Mountain Guerrilla](#) blog is aware of that...or should be aware of that. There are people who have had access to my personal information, ranging from cell phone numbers to personal identity/names, in the past, who also know that I use the “John Mosby” alias. Sam Culper once mentioned to me that he knew my “real” first name, because a third-party, who I had actually never met, had revealed it to him in passing.

When Sam informed me of what he had been told my “real” name was, I laughed at him and asked if he’d ever had any CI training, or just assumed that everything someone told him was accurate intelligence? There are certain social circles that I have moved in, over the last ten years, that I KNEW I did not trust. I used various pseudonyms, depending on how often I felt I would be in contact with those people, even before I started writing the Mountain Guerrilla blog. Some people just don’t need information about you.

This has paid off handsomely, in multiple cases. Since I had used different pseudonyms, at different times, with different groups, the name that Sam was given, allowed me to very quickly—as in about 15 seconds—narrow the “leak” down to about a half-dozen people. That’s part of the CI effort as well, because now I knew that of those people, at least one of them could not be trusted with information ever again.

COMINT

In an Internet-connected world of email, cellular phones with email and Internet access, on-line bill paying, and social media like Facebook and Twitter, communications intelligence is treasure trove of intelligence information for the collection and assessment effort. It makes CI efforts a pain-in-the-ass.

I find it interesting, the number of survivalists that I meet who refuse to have a social media presence, for “OPSEC,” but pay all their bills on-line, order ammunition and other preparedness supplies on the Internet, and are parts of Internet forums or email chains for information sharing about preparedness. Any form of communications is subject to COMINT collection and exploitation. It’s not just HF radios and Facebook, folks.

If you have mail delivered to your street-side mailbox, in your legal name, you are leaving a big door into your world. Now, I have your legal name and your address, and all I had to do was drive by while you were at work, and grab a couple pieces of mail. I can grab junk mail, and you won’t even miss it. If there is a phone bill in there?

Perhaps the easiest method of COMINT exploitation actually is Facebook though. I don’t even need to be a hacker or particularly tech-savvy to exploit that. While Facebook as a threat CAN be overblown, especially in light of other weaknesses, all I really need to exploit your Facebook account, to gain leverage is a basic understanding of social engineering.

One of the great security features of Facebook is the ability to limit access to your personal page to anyone who is not a “friend.” This would seem to be a great feature. After all, I can put stuff on FB, and as long as I don’t have anyone on my friend’s page that I don’t trust, it’s secure...right?

Not really.

If I know—or assume—you have a Facebook page, but it’s under an unknown pseudonym, but I know at least one or two of your friends, I can use that as leverage to gain access to your Facebook page. All I have to do is gain access to the Facebook page of one of those friends. Then, I can do a search of their “friends.” If I know what you look like, I may find a picture of your smiling mug staring back at me. Now, I have a link. We’ll come back to that though. Perhaps you’re savvy enough to use a profile picture that is not yourself.

I look through that friend’s list, and I don’t find a picture of you. That’s okay, IMINT didn’t work. Now, I’m going to start looking at all current and historical conversations on his page. If I have even a little

bit of information about you, ranging from nicknames you call your kids, to what you do for a living, I can start looking for hints, in the conversations, that might identify you. If you call your kid “Skipper,” I can look for conversations where someone mentions “Skipper.”

A little bit of searching, and I come across eight different people, using the word “Skipper” in a conversation on your friend's FB page. Looking at them, I can narrow the list down, based on what I do know about you. If you're a man, and all but two of the people are female, I can narrow my search down to two people. Now, I can try sending you a “friend request.” If you're smart, you don't accept friend requests from anyone you don't know. If you're like most people though, you subconsciously believe that the friend of a friend must be a friend, at least until it's proven otherwise.

If you accept my friend request, now you've really opened yourself up to exploitation. I can leverage your friend's list for HUMINT collection efforts. I can use your photos for IMINT exploitation.

Whether you accept my friend request or not though, I can exploit COMINT efforts to gather data. All I need to do is look at what friends you and our mutual “friend” have in common. Now, if I monitor those pages—or at least the ones I can gain access to—I can start looking for any conversation that you take part in. It is almost a given that you will let personal details slip. Whether that is where you live, names of family members or pets, or what kind of car you drive, is irrelevant. It all adds to the intelligence picture I am building about you.

How do you overcome these weaknesses?

The obvious answer that many people take is “don't have a Facebook account.” That is a valid solution. I have friends who are not allowed to have FB pages, because of their jobs. For various reasons, their employers do not want them accessible to exploitation efforts via Facebook or other social media. This may not be the best—or even an acceptable—solution for everyone however.

Facebook and social media offers a lot of benefit. If it's used properly—safely—those benefits can outweigh the risks. It's just a matter of balancing those risks, and paying attention to what you put out there.

The Antichrist

There really are a lot of benefits to Facebook. From keeping in contact—or reestablishing contact—with family and old friends, to access to local, alternative economy assets, Facebook has its benefits.

If you refuse to have a Facebook account, because of “OPSEC” from government penetration, but you log onto websites like Western Rifle Shooters Association or the Mountain Guerrilla blog, then you're a fucking retard.

Avoiding security compromises on Facebook are as simple—yet difficult—as avoiding security compromises against HUMINT efforts. In some ways, its easier. After all, common Internet courtesy is, if someone is using a pseudonym, you only address them by that pseudonym, right? If you use a pseudonym on FB, then you can actually have conversations with people that know you by a half-dozen “meat space” pseudonyms, and not be overly concerned about them compromising those amongst themselves (which is not the same as saying it doesn't happen).

CI FB rule #1: Use a pseudonym. Insist that everyone you accept a friend request from—including your dear, sainted mother, uses that pseudonym exclusively.

CI FB rule #2: Never post anything that identifies legitimate personal information. Names of children, address, photos with license plates, photos of your home, etc... Never confirm relationship statuses with any family members who do not also use pseudonyms. Letting your mother, who uses her legal name on FB, acknowledge—even indirectly—that you are her child, gives me access to your legal last name, at a minimum. This may require you to delete comments from people. If your mother makes a comment, “Oh, I love my grandson so much!” on a picture you posted of your son...

CI FB rule #3: Never accept a friend request from someone if you do not know who they are. It doesn't matter if you have a dozen mutual friends. If you don't know who they are, don't accept the request. If you have doubts, ask a mutual friend whom you trust.

CI FB rule #4: Use your brain, common sense, and understanding of the intelligence collection process to determine what can and cannot be said on FB. If all else fails, remember, you CAN delete old comments from your page.

CI FB rule #5: If you're not smart enough to manage this, you're probably not smart enough to have a FB account.

Tools for Counterintelligence—Concentric Rings of Security

If we accept the truism that counterintelligence is protective security, to reduce our vulnerability to attack by hostile threat groups, then we need to determine how it fits into our overall protective posture. Protective security is composed of multiple elements.

In order to protect an individual, secure areas with secure borders must be established. If we consider these security perimeters and their roles in the function of security, we can begin to understand the use of the counterintelligence tools.

Doctrinally, we accept that we should have three concentric rings of security around us. This correlates to the doctrinal truth espoused in Volume One, that “*if they're on your front porch, it's too late.*” These three rings include the outer ring, middle ring, and inner ring. Each has physical and information factors that provide increasing levels of protection.

The Outer Ring

The outer ring is your first line of defense. It is almost entirely composed of CI efforts. These include protecting potentially hostile threats from gathering accurate information about you. The outer ring is comprised of all of the CI efforts previously described in this chapter.

In order to establish an effective outer ring of defense, you must understand the intelligence collection and analysis effort described in the preceding chapter, including practical experience in collecting and analyzing information. This education and experience will help you view your own information through the eyes of a threat, and determine what information should be protected, and what the best methods of protecting it are.

Access to the outer ring—to accurate, correct information about you—should be limited to those with legitimate need-to-know. This can be compartmentalized by only allow people with legitimate need-to-know access to that information that they do have a need to know.

The Middle Ring

The middle ring of CI involves more immediate, active efforts to protect yourself and family from exploitation by threats that have managed to penetrate the outer ring. Whether this was from successful

penetration and exploitation attempts, or arbitrary targeting by VCA, the middle ring offers you an additional level of security before you have to resort to the inner ring of actual, physical violence for security.

The middle ring is composed of the efforts that make up the rest of this chapter. These include site security surveys of your residence, and route analysis of different travel routes you take during routine travel. It can be successfully argued that targeted violence will generally occur either at your residence or during routine travel.

While an attack your residence offers some advantages to an attacker, such as a natural restriction on your movement, attacks during routine travel offer even greater benefit to the attacker, from various angles.

Conducting adequate pre-attack surveillance of your residence can actually put attackers at great risk of discovery. From standard, vanilla neighborhood watch members calling the police—or you—to report suspicious activities, to barking dogs and other typical risks of compromise during surveillance operations, assessing your security efforts at your residence requires the attacker to accept significant risk. These are risks that the threat may not have to take.

You are more exposed during routine travel. Your attacker—or prospective attacker—can more safely analyze the security measures you employ. If they feel they have the ability to carry out the attack, they can. If not, they have the ability, and space, to withdraw. The decision is theirs to make.

The Inner Ring

The inner ring of security are those actions taken to protect yourself through defense and counterattack, when the enemy has bypassed your CI efforts and is “standing on the front porch.” These include conduct of surveillance detection and evasive driving when an attack occurs during travel, active defense of the residence with small-arms during attacks on the home, and the employment of the clandestine-carry sidearm when necessary. These subjects make up the final section of this book.

If we look at historical trends internationally and domestically, whether we are studying attacks that focus on kidnapping/hostage-taking, or assassination attempts, attacks on targets during routine travel have a disturbingly high rate of success.

Over the years, the success rate from the attacker's perspective, remains at about 90%! Those attacks that have failed do not bode well for the underground partisan.

They have ranged from timing errors, with the attackers initiating the attack on the wrong vehicle, because the intended victim changed his travel plans at the last moment, to weapons failures, when IED devices or individual small-arms failed to function properly. In either case, relying on the stupidity or incompetence of potential threats is generally not conducive to survival, when we look at the statistical chances of those occurring.

Residential Site Security Survey

An important part of residential site security is an understanding of the OCOKA factors of the site itself, and the neighborhood surrounding it. This allows you to identify the vulnerabilities of your site that could be identified and exploited by hostile threats.

Identification of these vulnerabilities will allow you to determine what security upgrades need to be

made to your residence to deter or counter an attack on the residence itself. This identification should include identification of suitable sites for surveillance of your residence preparatory to an attack. Upgrades as a result of the survey may include hardening entrances and construction of dedicated fighting positions on-site, but should also include decisions about placement of surveillance detection assets including dogs, alarms, and fences.

The site security survey is not a vulnerability assessment in the typical sense of the term. Instead, it is a CARVER assessment, from the perspective of the hostile threat's perspective. You cannot achieve this from sitting inside your house. You need to get outside and move around, looking at it from the perspective of the attacker's surveillance effort.

Perception is reality to the observer. Whether a perceived vulnerability is actually a weakness or not, that is what the attacker will focus on. You may know that your front door is a quadruple-reinforced, titanium-framed, Level Four access point, that requires a ten-pound C4 charge to breach, while your cleverly hidden basement door is a hollow-core residential model, susceptible to a swift kick from a malnourished ten-year old girl. If the attacker doesn't recognize the front door as a hard barrier, and doesn't know about your basement door, because it is hidden from observation successfully, then his attack will focus on the front door.

An understanding of the perceived and actual vulnerabilities of your residential site will allow you to determine what modifications need to be made to strengthen the site against attack. This needs to be considered though, from the perspective of a potential attacker. That means you need to know what capabilities the prospective attacker brings to the table.

Ask yourself "If I were this attacker, what tools do I have available? Where would I locate my surveillance effort? What weaknesses can I see from there?" Once you have identified perceived weaknesses from the perspective of a potential hostile threat, your CI efforts should focus on eliminating that weakness, either in fact or in perception.

The importance of a thorough threat assessment to the site security survey cannot be overemphasized. Reinforcing your door by replacing it with a bank vault door may work against most threats. If your identified threat is a government agency however....

Well, a couple pounds of C4 in a breaching configuration will fuck up a lot of stuff.

Conduct an area assessment of the neighborhood, using the OCOKA factors, to identify what you can perceive as weaknesses in your residential site security, from the attacker's perspective. Now, conduct a CARVER analysis, using the capabilities and PCoA of the hostile threat group developed during your intelligence effort, to determine what those weaknesses are, and how you can change their perception of them.

Structural Access Considerations

Your residential site security assessment should start with the residence itself:

- 1. *How is the building constructed? What are the weaknesses or strengths of the actual physical structure? A typical, stick-*

framed suburban house is vulnerable to pretty much everything. Rifle rounds will punch through walls, Molotov cocktails will turn it into a marshmallow-roasting bonfire, and any reasonably athletic adult can kick a deadbolt-locked door out of the frame.

On the other hand, I know of at least a couple of wealthy preppers who have custom-built homes with thick, poured, reinforced concrete walls, and bank vault locking systems on all exterior doors. The windows in a couple of them though, were purchased at the local Home Depot, and simply treated with anti-shatter security film. A couple of solid whacks with a ten-pound sledgehammer will knock them out of the wall. What weaknesses or strengths can be seen from outside of the structure? Can an attacker tell that the walls are ten inches of reinforced concrete?

2. What visible security measures do you have in place? How can an attacker defeat or neutralize those measures? Do you have motion-sensor lights and alarms? Will a steel ball bearing and a slingshot, or a suppressed .22 pistol neutralize those? Can the illuminated/alarmed areas just be bypassed (on an editorial note from your author...the whole "this house protected by ADT" alarm company sign in your front yard? That's not part of a hard target profile. That just tells me what your security procedures is, and how long I have to complete my attack before the police department shows up...a sticker with "Dog bites, but only the bodies of the people the owner shoots" is actually probably more intimidating).

3. What are all of the locations of access to the structure. Ground level windows and doors are obvious, but what about basement access? Second-floor access points? Will carrying a lightweight, 20' aluminum ladder as part of my breaching kit allow me to get in without having to perform a ballistic breach of your front door, with a 12-gauge? Is there a rooftop access point? If you live in a multi-family residence, such as a duplex or an apartment, how hard is it going to be for someone to breach the wall between you and the neighbor, if they can compromise the neighbor?

Surveillance Detection in the Residential Site

Attacks that will be even remotely successful are preceded by surveillance efforts. The attacker doesn't just need to know where you live, he has to identify what and how he can attack. One CI-focused effort to prevent this is the detection of surveillance before the attack occurs and before he can gain adequate information to develop and attack plan. This effort is called surveillance detection (SD).

There are three basic approaches you can take in the placement of your SD capabilities: inside the residence, outside of the red zone, and inside of the red zone.

Countersurveillance may come from inside the residence itself. This includes monitoring security cameras and intrusion detection technology. It also includes visual monitoring of the neighborhood, both from inside the house itself, as well as from inside the yard. Do you conduct a thorough, detailed, planned visual survey of the neighborhood every time you walk out in the yard? What about when you are pulling out of your driveway? Are you familiar enough with your neighborhood to notice when something or someone is out of place?

Threat Surveillance Red Zones

A "RED ZONE" in this context, is defined as an area—identified through your OCOKA analysis of the area surrounding the site—that provides observation of the site, coupled with cover and concealment for the surveillance effort, and concealed avenues-of-approach to the surveillance site itself.

What specifically constitutes a "RED ZONE" will vary, dependent on the capabilities of the hostile threat. One group may only have the knowledge and training to sit in a van down the street, while another may have a former SOF dude, who is willing—and able—to insert himself all the way into your yard, and camp out in the dog house for a couple of days, gathering information.

Determining what the “RED ZONE” areas around your site are is a critical part of the residential site security survey, and must be considered from the perspective of the specific threat.

Surveillance efforts may be from outside of the residence, and outside of the Red Zone. Do you have neighbors that are part of your core cadre who are keeping an eye on the neighborhood too? Do they know what parts of the neighborhood are red zones for your house? Do you know what areas are red zones for their house? Are you keeping an eye on them? Are they keeping an eye on them?

SD efforts from outside the Red Zones—or inside the Red Zones, for that matter—don't have to be reconnaissance patrols, all kitted out in plate carriers and M4 carbines...unless the socio-military environment requires that, of course. Walking your dog may be a suitable “cover for action,” that allows you to put eyes-on a potential surveillance site.

Inside the Red Zone, much of your counter-surveillance effort may be the same as those efforts conducted outside of the Red Zone, but because you can identify the most likely surveillance positions inside of the limited areas defined as Red Zones, you can multiply your SD efforts through the use of remote detection and recording devices, such as IR warning devices and game cameras, typically used by hunters, to record game presence in the area.

Within our surveillance detection efforts, one characteristic behavior we look for is correlation. Correlation refers to how the suspected surveillance party's behavior correlates to our own behavior. Examples typically cited in mobile surveillance are the obvious like someone mimicking our route or speed. Correlation still occurs in terms of the relationship between the hostile surveillant and the target, when the target is a fixed site, such as a residential site. Since the target is now stationary though, the correlate is the hostile party's unnatural focus on the target site generally. Since conducting even a subconscious CARVER assessment necessarily requires at least some focus on the actual vulnerabilities, this specific focus often becomes our correlate for identifying actual surveillance efforts.

One suggestion I see a lot in Internet discussions about home and retreat defense among survivalists is the use of early warning detection and deterrence devices. Too often, the advice provided on location of these tools is incomplete or inaccurate.

The use of game cameras, described here, is an example. Everyone “knows” game cameras offer potential for home and retreat protection. The determination of what that potential is, and where to place them to maximize that potential is too often overlooked—or just not known.

Place them so they will record the presence of surveillance efforts, not where they will record the attack while it is happening.

A similar thing happens with security lights. I've seen a lot of people's security set-ups focus on bright white security lights. Unfortunately too often, those lights are aimed at the broad, well-manicured lawn. Here's a news flash for you: If I decide to conduct a raid on your house? I'm not coming across the lawn. I'm coming through the bushes. Those lights are not going to deter me when they light up your lawn. I mean, they might make me stop for a moment, to wonder what kind of fertilizer you use, but unless I decide you use dead bodies for fertilizer? Not stopping me,

Determining where to place countermeasures requires knowing where an attack is likely to come from. Knowing that means understanding your residential site, and the surrounding neighborhood, in the context of the OCOKA physical terrain factors.

With a fully developed understanding of the principles behind the residential site security assessment, you can apply these principles to your own home to determine the weaknesses, and look for a way to upgrade those vulnerabilities, in the CI context of presenting either the hard-target or the gray man approaches.

Threat Assessment Security Questionnaire

Part One—Daily Routines

1. What time of day do you normally leave for work?
2. What time do you normally leave work to return home?
3. Do you have regularly scheduled meetings that involve travel?
4. Do you travel outside of the workplace facility for lunch each day?
5. Do you habitually stop anywhere on your way home from work?
6. Do you participate in a recreational activity on a regular schedule?
7. Do you have favorite shops, stores, restaurants, theaters, or similar locations that you frequent regularly or on a scheduled basis?
8. Do you attend regularly scheduled social events or gatherings with friends?
9. Are you engaged in after-hours education or hobbies?
10. Do you regularly attend church, sporting events, or do you sight-see on weekends?
11. Do you have other family members that have regularly scheduled activities that require your presence? (Sports practice, Boy/Girl Scouts, or other school or club activities?)
12. Is there any other regular activity in which you engage that could make you vulnerable to attack because of its predictable nature? (Walking the dog? Checking the mail? Grocery shopping?)

Part Two—Travel Patterns

1. What is your standard mode of transportation to and from work?
2. Do you ever consciously vary your mode of travel?
3. If so, does it fit any type of pattern? (You take the bus once a week instead of driving, or vice versa?)
4. Is your vehicle readily identifiable because of make, model, color, stickers/decals/company logo, or vanity license plates?
5. Is it possible to change vehicles occasionally?
6. Does your vehicle fit in with the local environment, or does it stand out? (A sports car in a rural farming environment, or a beat-up farm truck in an upscale residential neighborhood; a pimped-out low rider in suburbia. You drive a military surplus 2 ½ ton truck...)
7. Have you trained in evasive driving tactics?
8. What did that training consist of?
9. Did it include surveillance detection methods?
10. Do you keep a weapon in the vehicle? Are you trained in its effective anti-personnel use?
11. Do you regularly inspect your vehicle? Do you perform routine preventive maintenance on it?
12. Do you park your vehicle on public streets, or in public garages? Do you lock your vehicle when you are not in it? Even in your own driveway? Do you park it in a driveway at home, or in a garage?
13. Do you keep a cellular phone in the vehicle? Does it work? Do you keep it charged? Is there reliable cellular coverage along your movement routes?

Part Three—Route Analysis

1. How many ways can you vary your route to and from work?
2. Even when varied, how many choke points still exist?
3. What are the boundaries of these choke points?
4. Where are the critical areas of the routes?
5. Prioritize choke points and critical areas, in terms of value to an attacker.
6. Can surveillance be conducted there for the period of time needed to gather suitable intelligence to develop an attack?
7. Can your movement be restricted/stopped/controlled there, long enough to execute an attack?
8. What are the OCOKA factors for these areas?
9. What are the most likely positions for attack?
10. What are the possible escape routes? If the vehicle is functioning? If the vehicle is disabled?
11. What methods have the different threat elements used in the past? Is there a pattern that indicates a preference?

- 12. *Withing potential attack points, will varying your time of travel make the area less attractive to the attacker?*
- 13. *If so, how much a time difference would be required? Is that feasible within your schedule?*

Part Four—Residential Security

- 1. *Have you completed a site survey on your residence?*
- 2. *When?*
- 3. *What changes did you implement?*
- 4. *How long have you lived at your current residence?*
- 5. *Who lived there previously?*
- 6. *Could they pose an attack risk for some reason?*
- 7. *Was security a consideration in the selection of your residence?*
- 8. *How did you select your residence?*
- 9. *Did a local real estate agent assist you in your selection?*
- 10. *Did you conduct a background investigation of the Realtor? Do they possess any ties to possible threat elements?*
- 11. *Were locks changed and/or re-keyed when you moved in? Do you maintain positive control over residential access keys? Do you have keys hidden outside of the residence?*
- 12. *Do you receive mail at your residence?*
- 13. *Do you receive other deliveries at your residence?*
- 14. *What procedures exist for accepting deliveries? Do you verify the identities of delivery drivers before opening the door/accepting deliveries?*
- 15. *What procedures do you utilize to establish the credentials of repairmen and/or service representatives?*
- 16. *Are they escorted/observed while on the premises?*
- 17. *Have family members been trained in surveillance detection methods in the area of the residence?*
- 18. *Are doors and windows always kept locked? Blinds or curtains closed?*
- 19. *Do you employ maids, gardeners, or yard workers? Did you advertise for them? Were they recommended to you by someone you trust? Did you verify references and backgrounds? Were police records checks completed? Are they live-in and/or do they have unrestricted access?*
- 20. *Do you know where your domestic help lives? Have you verified their residence? Who else lives there? Do they, or anyone they live with, have ties to possible threat elements?*
- 21. *Is your residence regularly left unattended during the day? Do you have dogs? Are they trained security/attack dogs, or are they "speed bumps?"*
- 22. *Have you removed your name from your mailbox or other places where it is easily seen by passers-by? Do you have a sign out front advertising your family's name?*
- 23. *How do you, or members of your family, answer the telephone? Do you have an established greeting? What is the message on your voice mail and/or answering machine?*
- 24. *Are you acquainted with your neighbors? Have you discussed security with them?*
- 25. *Do any of your neighbors have known or suspected affiliations/ties to possible threat elements? Do any known threat element members live in your neighborhood?*
- 26. *Have the neighbors reported suspicious activity? What is the reported criminal activity in your neighborhood?*
- 27. *Have your neighbors been asked about you or your family by outsiders/strangers/law enforcement?*
- 28. *Have you asked your neighbors to report any such questions? Will they do so? Even if it is law enforcement?*
- 29. *Are you and/or your family members sufficiently familiar with the neighborhood to recognize strange persons or vehicles? Do traffic patterns in the neighborhood make this feasible?*
- 30. *Do you scan the street and parked vehicles for few minutes before leaving the driveway, or upon returning?*
- 31. *Do you—and your family members—know the location of the closest police station, fire department, and hospital? Do you know the fastest routes to reach those locations?*
- 32. *Do you have members of your network/core cadre in your neighborhood, or nearby, who can act as a safe house/have for members of your family? Do you and/or your family members know the fastest three routes to reach those places?*
- 33. *Do you keep weapons accessible in the home? Are your family members trained in their use?*

It is possible that not every question on the questionnaire above will be relevant to your personal or professional situation. That is alright. The purpose of the questionnaire is to force you to consider security-specific concerns in your life that could create openings for potential threats to exploit, or that could make you a target of a possible threat element.

As you answer the questions, consider the broader implications behind the questions. If you have other adults, teenagers, or socially-active children in grade-school, consider them in the questionnaire answering process. You may present a hard-target for hostile action from threat groups in your area, or you may have a flawless gray man image, but your 10-year old son meanwhile, is bragging to his friends about the new AR15 and AKM that his dad just bought, and doesn't bother locking in the safe...

The Threat Matrix

The ten factors of the threat matrix include: intelligence threat indications, duties/employment, routines, profile, choke points, travel routes, residential physical security, workplace security, personal security, and security awareness. For each factor, there is a list of possible ratings, with a numerical value assigned.

The higher number represents the greatest threat to security. Within the matrix, the factors will be rated, within the context of the capabilities and known or suspected intent of each potential threat identified. The completed matrix thus provides you with a numerical rank of the relative threat posed by each possible threat in your operational environment. This will allow you to focus on the capabilities and intents of the most severe security risks.

While your intelligence collection and analysis efforts should have provided an accurate assessment of the threats specific to your environment, possible threats to consider might include: criminal gangs active in your area, paramilitary organizations including militias that you do not have—or do have—affiliations with, local law enforcement, and federal law enforcement, as well as arbitrary threats.

Intelligence Threat Indicators

For each identified possible threat element in your operational area, rank the threat as one of the following:

- 5--Intelligence has verified a high risk of attack from this threat group, to the individual.
- 4--Intelligence has indicated—but not verified—a high risk of attack from this threat group, to the individual.
- 3--Intelligence has verified the possibility of attack from this threat group, but not to the individual specifically.
- 2--Intelligence has indicated—but not verified—the possibility of attack from this threat group, but not to the individual specifically.
- 1--Intelligence reports no identified risk of attack from this threat group, but the threat group does exist in the area.
- 0--The threat group is not present/active in the operational area, at this time.

Duties Threat Indicators

For each identified possible threat element in your operational area, your occupation or position in the community may place you in a position of danger as a target of hostilities from that group. Rank each threat group as one of the following:

- 5—Your position or occupation (i.e. police officer, local political office holder, leadership position in a community defense group, etc) directly affects the threat group's ability to operate in the area.
- 4—Your position or occupation appears to impact the threat group's ability to operate in the area (i.e. the public spokesman for the local Oathkeepers group, security guards, etc...)
- 3—Your position or occupation puts you in direct contact with members of threat groups. This could range from the public librarian to a school teacher, or even a grocery store clerk.
- 2—Your job occasionally puts you potentially in contact with members of the threat group.

1—There is no reason to believe that your occupation or position puts you in contact with any member of a possible threat group.

(This section can be really hard to answer conclusively. It requires understanding the actual threat group membership, and their capabilities. It requires a robust intelligence effort)

Daily Routine Threats Indicators

As we discovered in the intelligence analysis section, patterns analysis is a powerful tool. Your daily routines, if they follow a pattern, can give an intelligence analyst a distinct advantage in developing actionable intelligence about you. Evaluate your daily routine habits with the following:

5—You are always precise in your departure times to and from work, do not vary your routes, and participate in regularly scheduled activities.

4—You generally exhibit the above patterns, but have a 15-30 minute departure window for your predictable travel. You may occasionally vary your travel routes, and only occasionally participate in events that place you at a particular place at a specific time.

3—You occasionally exhibit the above patterns, but have a 30-45 minute departure window, and only occasionally attend social events that place you at a particular place at a specific time. You frequently vary your travel routes and times.

2—You have a 45-60 minute departure window, vary your travel routes regularly, and rarely attend social events.

1—You have a completely erratic time pattern and routes, and have no recurring activities.

Public Profile Threat Indicators

A combination of your duties, outside activities, personal hobbies and recreation, and public persona can combine to create your image projection, resulting in widespread attention in your community. This can increase the risk of identification and targeting by hostile elements.

5—You are a public figure. You have been publicly identified as supporting controversial activities or policies, regarding the specific threat group. You are readily recognizable, and your physical characteristics do not allow you to modify your image projection to blend with the local community.

4—Your image projection does not blend with the local community. You are regularly in contact with people inimical to the interests of the threat group. You are regularly in places that put you in contact with members or possible members of the threat group.

3—Your physical characteristics and/or image projection do not blend with the environment, but you are not openly active or in contact with people who are openly in contact with people who are active, in activities inimical to the interests of the threat group.

2—Your physical characteristics allow you to blend with the environment. Your distinguishing characteristics can be modified or hidden. You are not active or in contact with people who are active, in activities inimical to the interests of the threat group.

1—You are a local native to the community. You blend completely in with the environment. You may possess interests or goals that parallel or support the goals of the threat group.

Choke Points Threats Indicators

A choke point is any portion of a travel route that cannot be varied. Within this matrix, it includes your immediate residential neighborhood, and any other place where your regular travel routes cannot be varied.

5—There are areas along your routes that provide natural control of movement, and OCOKA factors that offer a significant advantage to an attacking force.

4—There are areas that allow artificial control of movement, and OCOKA factors that would allow an attacking force to remain in place for at least one hour, undetected.

3—There are areas that allow artificial control of movement, and OCOKA factors that would allow an attacking force to remain in place for 30 minutes.

2—There are areas that may allow artificial control of movement, and OCOKA factors that would allow an attacking force to remain in place for 15 minutes. These areas do not provide a good escape route for the attacking force however.

1—There is no logical place for an attacker to remain for either surveillance or attack, no reasonable means of control, or an escape route.

(Remember that this needs to be evaluated within the context of the specific possible threat's capabilities and intent. If their intent is to capture you, but the only way they can control your movement in the kill zone is either a) blowing up your car with an IED, or b) ramming you at high speed with a 5-yard dump truck, that's not going to be a particularly great risk...alternatively, if they just want to kill you, but the choke point requires the same attacks, and they do not have the capability to manufacture an IED, or to procure a 5-yard dump truck, the threat is not severe).

Route Analysis Threat Indicators

Route analysis will be discussed in detail in the “CI Tools” portion of this chapter. For now, recognize that routes are the roads and/or walking/biking trails to and from your residence, work, and other frequently visited locations.

5—There is only one, circuitous, poorly maintained—or otherwise undesirable—travel route. The route provides numerous potential attack sites.

4—There are several undesirable routes, all of which provide potential attack sites.

3—There are multiple ways in and out of your neighborhood, but there is only one major route to or from your workplace or other regularly visited destination. The available routes offer fairly effective potential attack sites.

2—There are multiple ways in and out of your neighborhood, but there is only one major route to or from your workplace or other regularly visited destination. The available routes offer few or no effective potential attack sites.

1—You have multiple ways in and out of your neighborhood and the workplace. There are few or no suitable attack sites along any of the routes.

Residential Security Threat Indicators

This encompasses building construction and modification, actions taken by you or your family, parking, and other elements.

5—The previous occupant was high risk. They were either a target of, or a member of, a possible threat group. You have conducted no security upgrades, there is no off-street parking, there is no control of deliveries, no attempts to mask your identity as the resident, and you do not have ready access to firearms or other defensive weapons within the residence.

4—You have completed a site security assessment and completed at least 25% of the anticipated upgrades. Limited off-street parking is available (i.e. you park in the driveway, despite having a fucking locked garage with space available). Your doors and windows are locked at night, but not during waking hours. There are no overt indicators of your identity as the resident (i.e. you don't have one of those fucking retarded signs out in the yard with your family's name on it, and your name is not on the mailbox, etc). You have limited access to firearms or other defensive weapons within the residence. Servicemen, repair personnel, and delivery drivers are not allowed access to the home without verification of identity.

3—You have completed a site security assessment and completed at least 50% of the anticipated upgrades. Off-street parking is available and used. Doors and windows are locked. You use off-site mail services. You have a fenced yard. You have ready access to firearms or other defensive weapons within the house. Servicemen, repair personnel and delivery driver are not allowed access to the home without verification of identity.

2—You have completed a security assessment and completed at least 75% of the anticipated upgrades. Off-street parking is available and used. Doors and windows are locked at all times. Off-site mail service is used. You have a fenced yard with a gate. You have ready access to firearms or other defensive weapons within every room in the house. Servicemen, repair personnel and delivery drivers are not allowed access to the home without verification of identity, and they are escorted/monitored at all times while on the premises. You have an alarm system and/or have trusted house-sitters when you are absent from the residence.

1—You have completed all anticipated upgrades possible on your house, including construction of a safe-room. Off-street parking is used, with the garage doors locked and alarms in place. Doors and windows are locked at all times, and windows have anti-shatter treatments in place. Doors are reinforced and barricaded to prevent or delay entry. You have a fenced yard with a locked gate. You have an attack-trained guard dog(s). You have immediate access to firearms on your person, or within arm's reach, at all times.

You have a good rapport with neighbors, and your neighbors are trained members of your core cadres, including willingness to act as a quick-reaction force (QRF) if your residence is attacked. You have robust communications capabilities in place with those neighbors. All utilities, rental/purchase agreements, and other mail is addressed to an anonymous LLC, at an off-site mail service location.

Workplace Security Threat Indicators

There is little you can do to upgrade security considerations at your workplace unless you are the owner/controlling manager. Recognition of the shortcomings in security at your workplace however, relative to different threat group intents and capabilities, can provide a valuable source of information regarding CI effort requirements.

5—You work in a building with no access control, no security personnel, no controlled access parking, and is located in a neighborhood controlled by the threat group. You are not allowed to carry weapons in the workplace, and the working environment precludes the ability to violate this rule.

4—You work in a building with limited access control, few or no security personnel, and no controlled access parking. It is located in a neighborhood that has a threat group presence. You are not officially allowed to carry weapons in the workplace.

3—You work in a building with access control and unarmed security personnel. Parking is access-controlled. There is no confirmed threat group presence in the neighborhood. There is no weapons policy in place.

2—You work in a building with access control and armed and unarmed security personnel. Parking is access-controlled. There is no suspicion of threat group presence in the neighborhood. Concealed carry of weapons is accepted in the workplace.

1—You work in a building with access control and professional, armed security. Parking is access-controlled. Building is located in a fenced, access-controlled complex. Concealed carry of weapons is encouraged.

Personal Security Threat Indicators

This refers to your level of training in the practices of security tradecraft, as well as your ability to use weapons and other security devices.

5—You have no training in tradecraft. You have no quantified level of ability with your personal weapon or you do not practice regular, consistent carry of a concealed weapon. You regularly socialize in environments with a strong threat group presence (You're a fucking idiot), or you're unaware of the threat group presence in your operational environment.

4—You have had some training in tradecraft, but usually forget to implement those practices. You carry a weapon if you are going somewhere that you expect you might need it. You regularly socialize in environments with large groups of unknown people. You're aware of threat group's existence in your area, but have no intelligence picture of the organization, it's intents or capabilities. You have no quantified training with your weapon, but you do shoot it at the range at least once per month.

3—You generally practice fair security tradecraft. You are generally aware of your environment. You've completed at least one defensive driving course, you have completed at least a basic firearms course, and practice with your personal weapon at least once per week.

2—You practice consistent security tradecraft, to the limit of your training. You've completed at least one combat shooting course, and one evasive driving course. You have received formal training in countersurveillance and surveillance detection methods. You practice with your carry weapon weekly, and avoid large public gatherings with unknown crowds.

1—You possess expert security tradecraft knowledge and practice it religiously. You've completed multiple combat shooting courses, regularly participate in combatives training and daily PT. You've completed at least one evasive driving course, have received formal training in countersurveillance and surveillance detection methods, and you practice all regularly, including in planned force-on-force evolutions.

Security Awareness Threat Indicators

Your security awareness measures are the level of your conscious, demonstrated concern for personal and family security. This goes beyond verbalization to actual practice. This assessment should be ranked by someone other than yourself.

5—Shows no concern for personal security or for the security of family members, even though the threat group has been show to pose a credible threat to the individual or family.

4—Not particularly concerned with security, but at least verbalizes recognition of the specific threat posed by the threat group.

3—Concerned about security. Will make changes relative to this threat, as long as it does not inconvenience him.

2—Concerned about security. Will address specific threat issues, if provided guidance.

1—Concerned about personal and family safety/security. Actively seeks guidance and instruction. Makes regular intelligence assessment of threats in the environment.

	XYZ Gang	ABC Gang	Arbitrary VCA	Fed LEO	Local LEO	Foreign Mil
Intelligence						
Duties						
Routine						
Profile						
Choke Points						
Route Analysis						
Residential						
Workplace						
Personal Security						
Security Awareness						
TOTALS						

Values for each factor, relative to the specific threat group, are filled in. The sum total for each group represents the threat assessment value for that threat. This will allow you to determine which threats in your environment are actual likely threat factors. This in turn, will allow you to consider the intelligence collection capabilities, as well as attack capabilities, of each realistic threat group, and determine what your specific CI requirements are.

If you try to prepare for all threats, you won't be prepared for any. Focus your efforts and energies on the most likely threats in your area!

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Chapter Six **Death Race 2000**

“The one thing that unites all human beings...is that, deep down inside, we all believe we are above-average drivers.” --Dave Barry

Americans have always been a traveling culture. From families headed west from the coast, across Appalachia, in their big Conestoga wagons, to the river boat men of the Ohio and Mississippi rivers; even today, we own more motor vehicles, per capita, than any other national culture in the world. Many people spend more time in their vehicles than they do with their families. Here in the western US, we spend even more time in vehicles than our neighbors back east do, just as a result of the distances inherent to our regional geography.

As much as those of us in the preparedness culture want to wish for a simpler, slower way of life, the image of the foot-mobile partisan patrol is something that none of us are going to willingly do. Whether urban or rural, none of us—if we're honest—is going to willingly walk anywhere that we can drive, as long as the tactical and physical environment allows. Even if fuel sources dry up, and we're all facing a Mad Max scenario, fighting over the “juice” to keep the cars running, we will continue to leverage the technology of the internal combustion engine for transportation for as long as we can find or manufacture suitable fuel, and keep the trucks running.

This makes sense, even from the survivalist point-of-view, since the majority of people—even those who know better—will completely ignore the importance of actually doing PT, instead of just talking about it. It's a lot easier to plan on driving to your destinations. Regardless of how much PT you actually manage to do—and it's probably not enough—you can carry a lot more material, whether it is fighting load, sustainment gear, or just fucking groceries, in a vehicle, than you can on your back. If you have children or elderly people in your network, transporting them is far easier and faster, in a car than on foot.

Even off-road, assuming a pickup truck or an SUV, you will travel faster than on foot. If you're actually conducting combat operations against a technologically-superior foe, a couple of cars rolling down the street looks a lot less suspicious to an overhead imagery analyst than a patrol formation walking through the woods.

This chapter is intended to explain the fundamental security issues surrounding the tactical application of soft-skinned vehicles in hostile environments. From basic patrolling techniques with single vehicles and convoys, to the care and handling of protected passengers; from counter-ambush driving techniques and battle drills, to the conduct of surveillance detection in vehicles, this chapter should serve as a solid introduction to soft-skinned vehicle operation in hostile environments. In order to

effectively utilize soft-skinned vehicles in these environments, we have to recognize the inherent dangers involved, and implement measures that will increase the survivability of our people in the event of an ambush or attack on your vehicles.

Vehicle Crew Organization

The organization of the passengers in a vehicle, in hostile environments is characterized by flexibility, and the ever-present requirements of security.

Ideally, your vehicle crew should consist of a minimum of four shooters. The specific roles of each shooter will vary, depending on whether the team is mounted or dismounted, at the moment of attack (and the dismounted react-to-contact is covered thoroughly in Volume One, as well as the individual skills that are required to execute it). This four-man personnel requirement does not include non-combatant personnel and protected persons.

When mounted, with the vehicle in motion, the duties position include, the team leader, or truck commander (TC), the driver, and two rear seat passengers. With adequate personnel and the proper vehicle frame, a fifth shooter, in the role of "trunk monkey," may be added. While I recognize that many people drive to work solo, it is my sincere belief that—at an absolute bare minimum—you need two shooters in the truck. If you are limited to two shooters, they should both be in the front seat, with any other passengers in the rear seats.

While the vehicle is moving, each shooter has responsibility for a specific zone-of-coverage around the vehicle. Each shooter's sector should overlap with the adjoining team member's sector. This provides 360-degree coverage of security and fires around the vehicle and the convoy.

Duties of the Crew

Each position within the truck, regardless of the number of shooters who make up the crew, has specific, clearly defined duties. Deviating from those duties, to fill the role of someone else, is a sure recipe for disaster.

TC: The truck commander rides in the front passenger seat. He is responsible for overall command-and-control of the vehicle, and not only navigates for the driver, but maintains communications contact with the TC of any other vehicles in the convoy (if applicable). In a multiple vehicle convoy, the patrol leader (PL) or convoy commander (C2) should be the TC for the lead vehicle. His assistant (APL/2IC) should be the TC for the tail vehicle.

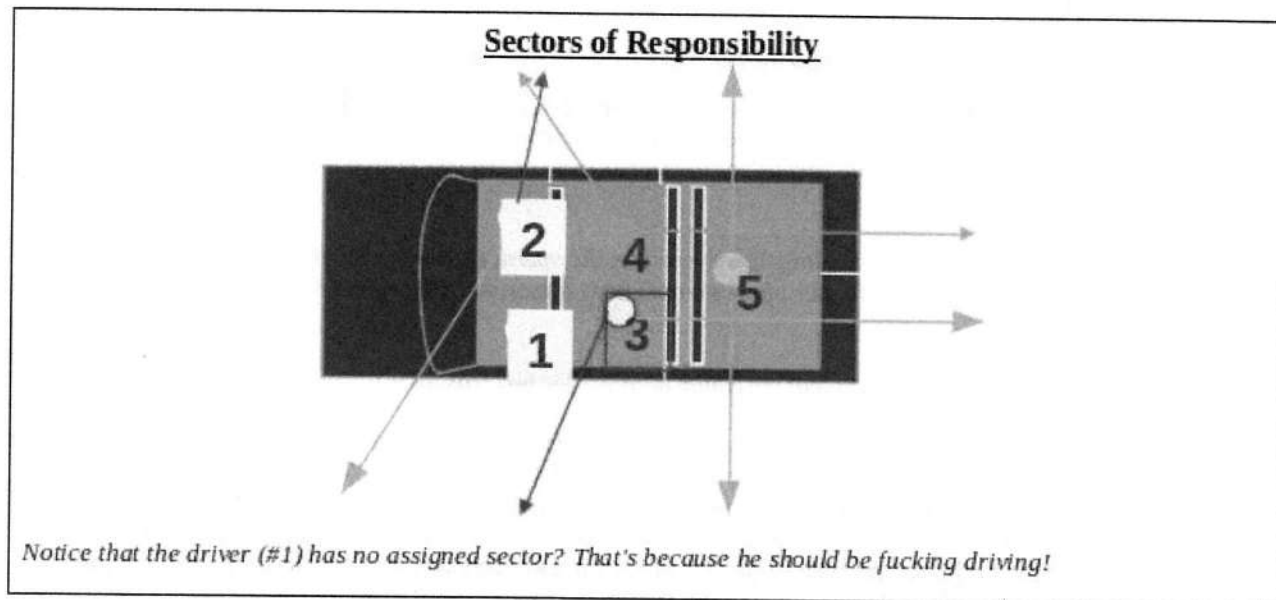
In a two-man crew, such as husband and wife, this works out well, since we all know, our wives like to be in charge anyway, and they navigate better than we do, since they're willing to at least look at the map, and admit when they're lost.

Driver: The driver drives the fucking vehicle! Nothing else. As long as the vehicle is in motion, the ONLY thing the driver should be paying attention to keeping the vehicle moving in the appropriate direction, in as safe a manner as possible, and nothing else. He should be focused on watching the road ahead for obstacles, looking out for other drives, and not a god-damned thing else. He doesn't need to practice shooting out of his window, while the vehicle is in motion, or any macho Rambo-type shit like that. This doesn't change, regardless of the number of passengers in the vehicle!

Rear-Seat Shooters: These guys are responsible for detecting and countering threats in their respective sectors. These sectors are to the side of the vehicle on which they are seated, as well as to the rear. If there are noncombatant, protected personnel in the vehicle, during an emergency exit of the vehicle, the rear seat shooters should act as the primary people responsible for securing those passengers and moving them—as forcefully as necessary—to a position of safety (in a two-person crew, if there are noncombatants in the rear seat area—like your kids—then the TC or driver may be required to take control of them and move them to safety. This will be explained later in the chapter).

Trunk Monkey: If a vehicle offers the space and an adequate egress route, such as a station wagon, pickup truck, or SUV, a fifth crew member may be added for providing security to the rear of the vehicle, from 90 degrees left to 90 degrees right. In the event of a contact from the rear, he is responsible for using well-aimed suppressive fire to create space between the trail vehicle and any non-convoy traffic approaching.

It is my personal, profession opinion that the trunk monkey position is overrated in performance, in the context of soft-skinned vehicles. I do not recommend the use of a position-specific trunk monkey in our applications, because the rear seat shooters can bring more fire to bear (two guns, after all) to bear on a rear threat. Combined with the lack of suitable safety restraints, this leads to unnecessary risk. In the event of a rollover or other accident—more likely than an enemy contact, even in a war zone—the unrestrained trunk monkey becomes a missile weapon inside of the vehicle. This increases the chances of not only the trunk monkey, but all other vehicle passengers, becoming a casualty, as an effect of the accident.



In a scenario bad enough to require the armed crew of vehicles to be ready to perform immediate action drills, it should be expected that everyone capable of picking up a gun and shooting it, will be playing some part in the defense of the vehicle. The specific tasks and training for fighting from within a vehicle are complicated—and error prone—enough however, that specifically assigned roles should be delegated to those who possess the requisite tactical and technical expertise. Anyone who does not meet the specific screening requirements of expertise should be relegated to a strictly noncombatant role, as long as they are mounted in the vehicles.

Seriously, you need to pay attention to this part:

IF YOU ARE NOT A MEMBER OF THE TRAINED, TASK-ASSIGNED VEHICLE CREW, DO NOT TRY TO USE A WEAPON IN THE VEHICLE UNTIL YOU HAVE BEEN REMOVED FROM THE VEHICLE BY THE CREW!!! FUCKERS BE DOING MAGDUMPS PAST MY EAR AND NOT HITTING SHIT...AIN'T NOBODY GOT TIME FOR THAT!

The physical conditioning requirements for vehicle-based operations are rigorous. While you generally do not have to hump a ruck, the need to shoot, move, and communicate is only the beginning. You may have to physically move a scared noncombatant in full “freeze” mode, to a position of safety...under fire...while still protecting your partners... You may have to drag or carry an injured partner out of the kill zone, or you may need to lift them to load them into a recovery vehicle.

If you plan on operating out of vehicles, you need to be even better with your weapons-handling than the typical infantryman. You're not only trying to shoot, reload, clear malfunctions, etc, but now, you're doing it in the tight confines of a vehicle. You need to master your weapon...and the weapon of everyone else in the vehicle crew. If one dumb fucker decides to be different, and run his IWI Tavor, even though everyone else is running 10.5” MK18 carbines, then everybody else needs to know how to run his Tavor, just in case.

Who the FUCK has four shooters in their vehicle!?

The principles of vehicle crew organization, and the battle drills predicated on them, are the result of study and planning by SF and other SOF veterans, for security contractors for the Department of Defense (DoD) and Department of State (DoS) in Iraq and Afghanistan.

Their specific applicability will be dependent largely on your specific operational environment. Rolling through town, on your way to work at the tech company, with four pipe-hitters in body armor and pimped-out M4 carbines might be overkill for most of us.

I have focused the content of this chapter on that paradigm however for two reasons:

1. Being in a situation that allows—let alone requires—a full-on four-man crew of shooters, plus CAT vehicle, is a definite WORST CASE scenario. This means, it provides you with an idea of what your “No shit! There I was, asshole-deep in alligators” frame-of-reference.” Anything less dangerous is relatively simple by comparison.

2. The modifications needed to change the basics from this to having fewer shooters in the vehicle are largely common sense. I will not some of them in the text, but even the ones I overlook...yeah, they'll be self-evident.

Vehicle Selection and Organization

There are entire books written on the selection and outfitting of the “ideal” bug-out or grid-down vehicle. To accomplish the mission of moving from Point A to Point B, you may need some specialized equipment, but too often, even the most professional bad ass shooter can become hardware-centric, losing sight of what actually matters.

The fact is, our vehicles—even in a grid-down, total Apocalypse—are commuter vehicles. They are intended to get us from Point A to Point B. That is what matters. I am not arguing that rolling through town in an armored HMMWV or a South African Marauder MRAP would not be great. Shit, I'd do it now if I could, just to deal with traffic. Most of us simply do not have that option though, and absent a full-blown Mad Max type of scenario, it's just not realistic.

With these things in mind, there are a few characteristics we should look for in a vehicle, that will be reasonable now, and in the future, as lawlessness increases.

While lots of material is available—from books and magazine articles, to lengthy diatribes on Internet forums and survivalist blogs—about how to spend your time and money building survival vehicles, I will tell you, they are all completely full of shit. Seriously...

THEY ARE FULL.....OF....SHIT!!!

I have conducted real-world patrols in combat environments, in 30 year old Toyota LandCruisers that hadn't seen a factory-certified service technician, since they came off the boat. I have conducted real-world patrols in field-modified Toyota Hi-Lux pickup trucks, and I've conducted real-world patrols in HMMWV. I've not personally done it, but I have friends who have ridden to the fight in Peugeotts and 1970 era Toyota Corollas.

Your rig should be four-wheel drive, and have a high enough road clearance to allow you to drive over curbs and/or cross-country if needed. The ability of a 4WD vehicle to traverse bad terrain trumps the supposed counter-pursuit evasive driving handling superiority of high-performance racing-type sports cars. While no soft-skinned vehicle is going to do much to protect the occupants from high-velocity rifle rounds, the heavier frames and bodies of pickup trucks and SUV offer some benefit. In the event of a rollover or other traffic accident, a larger, more robust vehicle—engineered for rough, off-road driving conditions—stands a far better chance of protecting you than a fiberglass and aluminum foil sports car.

If you expect to have more than two passengers, even if they're not all shooters, your vehicle **MUST** have a minimum of four doors, plus seats with restraints for all passengers. This makes common-sense vehicle selection, in order of preference, SUV or crew-cab pickup truck, large sedan, or station wagon, followed—distantly—by everything else, including single and extended cab pickup trucks.

While the bed of a pickup seems to offer a great fighting platform, with its almost unlimited fields-of-fire, there is no way to safely restrain and protect the personnel in the rear of the vehicle in the event of an accident. Like most rural Americans of a certain age, I spent a significant portion of my childhood riding around in the beds of pickups, even at Interstate highway speeds. Nothing bad ever happened...except that one time when I bounced off the tailgate, but that was only at 10MPH...

Fortunately, we were never involved in an accident. We were also not conducting counter-pursuit evasive driving, blowing through the kill zone of an ambush, or driving down roads with broken-down vehicles, sagging power lines, and any of the other detritus that is scattered from Hell to breakfast along the roads of urban areas in times of social unrest. As an adult, I've been in a few accidents at speeds less than 30MPH, and two that were faster than that.

One of those occurred at 70MPH. A steering overcorrection resulted in several complete barrel rolls down the pavement, and then off an eight-foot embankment. I survived that one—despite not having a seat belt on—by the grace of good fortune alone. No one wants to think that accidents will happen. No one wants to think they'll survive a gunfight or ambush, and then die in a fucking car wreck while they are escaping. No one wants to think about the driver, punching the accelerator, right before he eats an incoming round, and proceeds to wrap the front bumper around the corner of a masonry building, sending the TC through the windshield, because the dumb fucker didn't have his seatbelt on.

It happens. One of the leading causes of death during the early days of OIF was vehicle accidents. This dropped drastically, after 2004, when combatant commanders started making troops wear seat belts. Of course, as we'll see—and anyone should figure out with a modicum of common sense—getting out a disabled vehicle, under fire, needs to happen in a hurry. Wearing your seatbelt can drastically impede that process.

My rule, in both daily driving and tactical applications—because they are the same fucking thing—is that if the vehicle is moving slower than 30MPH, the most dangerous threat to me is an ambush. Sure, I might get t-boned by a runaway semi-truck, or I might get caught in a sudden sinkhole. Even in my passive normal life though, something like a carjack or other ambush is more likely. If my vehicle is caught in the kill zone (KZ) of an ambush, and I cannot successfully drive through to escape, my only priority is going to be getting out of the vehicle, and away from the giant bullet magnet. At 30MPH or slower, seat belts come off.

On the other hand, even in a declared war zone, at speeds greater than 30MPH, the greatest threat we face in our vehicles is the fucking thing going off the road, or being in some other type of motor vehicle accident. I would not care to repeat a 70MPH rollover accident. I damned sure don't want to repeat it without a seat belt! At any speed above 30MPH, the seat belts go on.

So, what is the “ultimate” survival vehicle? It's your daily driver! Of course, this assumes that you are smart enough to be driving a daily vehicle that would double as a robust, all-around vehicle, in a bad situation. Do you want to be driving a Ford Focus, as you roll up towards a mob of violent rioters? What if you need to punch a hole through the crowd, with your vehicle, to escape? Anyone who considers them a “survivalist,” but doesn't use some sort of lightweight, off-road capable vehicle as their daily driver is a fucking idiot. They're fantasizing. Are you really going to have time to walk home, move all of your stuff into your dedicated “BOV,” and then escape?

With the exception of “bling” and “tactical cool guy” factors, the requirements for our daily drivers and a survival vehicle for grid-down use are the same. You want a vehicle that can get you where you need to go, but you also want a vehicle that gets great gas mileage. Sure, your 10MPG 1968 diesel 4WD one-ton pickup can drive through anything, but where are going to get fuel resupplies during a grid-down/failed state event? It's going to be a lot more expensive than \$5.00 per gallon! The less fuel you have to buy on the black market, the better off you're going to be.

It's easy to say, “Oh, I'll just walk more!” but we both know, you're full-of-shit. We saw gas go from less than \$1.00 a gallon to over \$5.00 a gallon—and bounce back-and-forth, although I don't recall it being less than \$1.50 since at least 9/11—in less than twenty years. Like many people, I've set various price points where “fuck it, if gas goes over XX dollars per gallon, I'll quit driving!” and you know

what? Just like you, I keep on putting up with it. The fact is, as long as you can afford even a little fuel, you'll be driving. The less fuel your vehicle uses, the longer you'll be able to keep it running.

You need a survival vehicle that—just like your daily driver—you know will be reliable. You want to know that you can jump in your rig at 0-darker-than-three-feet-up-a-bull's-ass-thirty, and know that it will start. You don't want to have to fuck around with charging or replacing dead batteries, or jack with carburetors, trying to get it running.

What if something drastic happens, and you DO have to bug out of your city or town? What if you're at a ball game or family picnic when TSHTF? Are you going to take the time to drive all the way home, hope your cool guy rig will actually start, and THEN start out for your retreat location? That's at least nineteen kinds of retarded!

The fact is, your daily driver is your survival rig. If the vehicle you have now is not adequate, either replace it, or face the fact, as things continue to degenerate, you're going to be placed in an increasingly difficult position. What about if you already have a cool guy rig built, and it's just not suitable as a daily driver, and you don't think your 1968 Camaro is going to cut it? Uncle Mosby's advice would be to sell both of them, and buy something that is suitable. Why would you sit on an “investment” like your daily driver, that is probably losing value daily (because, let's face it...most of us don't have a 68 Camaro for a daily driver, do we?), and is functionally useless, if you are genuinely concerned about the declining state of affairs in America?

What would make an ideal “survival rig” for the underground? Well, consider what it needs to be able to do, and then look at what gets used internationally in the places that America is coming to resemble. Small, 4-6 cylinder 4WD vehicles from companies like Toyota and Nissan are pretty much the go-to. Of course, part of that is marketing on the part of those companies, but even if you're a dyed-in-the-wool Detroit fan, which makes more sense? A Suburban that gets 13-15 MPG or a four-cylinder Blazer that gets twice that? Yes, the Suburban has a bigger payload, but exactly how much are you going to be carrying around, knowing that you might have to ditch the rig and move on foot if you get ambushed?

While many evasive driving tasks are easier to execute with a manual transmission, and manual transmissions are—inarguably—more robust, as well as simpler to repair and replace when they do become damaged, the simplicity of execution for basic driving tasks, under stress, makes an automatic transmission infinitely preferable for tactical driving in hostile environments.

This of course, boggles the pride of the macho “I won't drive nothin' but a stick!” crowd, who have watched *Fast-and-Furious* entirely too many times. Ignore those fucking morons. They don't know what they are talking about. Anyone—and I do mean anyone—who has driven a stick has missed a gear, ground gears, and stalled out at some point in their driving career...and they were probably not being shot at.

You're tooling along nice and easy, in third gear, when gunfire rings out, and your hood starts sparking from incoming rounds skipping across it as an attacking force initiates an ambush. In a standard transmission, you have to release the accelerator, punch the clutch, shift down to second gear, then release the clutch as you punch the accelerator back down, and then wait for the transmission to catch and start accelerating. Simple enough, right? Every single male in American who drove a stick shift in high school has done this, at some point, trying to accelerate in a hurry to show off...and every single

one of us has fucked it up.

Most of us have probably seen the video, or heard stories recounted on Internet forums of “the Hero of Route Irish,” when a contractor in Iraq got tired of holding the clutch in, waiting on traffic. He put the rig in neutral. When an attack was initiated on his convoy, he tried to pop the car back into gear, to drive out of the ambush. He missed it, and the car stalled out. In the ensuing debacle, three security contractors on the convoy were killed. Would an automatic transmission in the lead car have changed things? No one can say. It's safe to assume however, that it could have.

It's a lot simpler and faster, when the first shot rings out, and your vehicle is under attack, to just punch the accelerator, instead of dicking with the clutch and shifter. Let the truck worry about all the fancy footwork of shifting.

Undoubtedly, someone is going to read this, and decide I'm being a bully and talking shit about James Yeager. Contrary to his bitter Internet ravings, I don't think the guy is a coward. I don't blame the deaths on him, the way a lot of other guys do. The fact is, I don't pass judgment on what people do under the stress of getting shot at, unless I was at the scene with them, so I have a full, accurate picture of what happened.

Do I think that things could/should have been done differently? Sure. I think the whole thing would have ended differently if they'd been driving automatics. I think the whole thing would have gone differently, if Yeager had actually known what the fuck he was doing in trying to execute a break-contact drill. In either case though, as much as I think Yeager is a douche of a personality, I don't think he's particularly at fault. If anything, the company was at fault, for hiring guys without the required skill sets and qualifications.

So, beyond having a decent daily driver, what specifics do we want in your vehicle set-ups? What will make our daily driver function more effectively in a grid-down scenario?

- If we are going to operate as part of a convoy—whether for routine travel, or for operational purposes—we need to be able to communicate with other vehicles in the convoy. This can be as simple as cheap, hand-held FRS/GMRS radios from Wal-Mart, or a CB radio mounted in the truck. It can be as complex as a complete, vehicle mounted radio suite that covers the spectrum of radio communications, from CB and FRS/GMRS, to HF/VHF/UHF “HAM” radio communications.
- In addition to the individual BOK/IFAK kits of every traveling in the truck, as part of their bail-out gear, there should be a dedicated vehicle aid bag, stuffed to bursting with tourniquets, compressed gauze, battlefield dressings, and everything else to provide TC3 at the Care-Under-Fire and Tactical Field Care phases—especially if there are noncombatants in the vehicle who may not have dedicated bail-out gear with a BOK/IFAK.

In the event of an ambush attempt, that you manage to escape with the vehicle, there is a significant chance of injuries and wounds. You do not want to try and stop bleeding on your wife or kid with their fucking t-shirt, just because you didn't want to bother packing a dedicated BOK/IFAK for the vehicle.

- Vehicles should have a mounted ABC-type fire extinguisher. You're not going to pull it out in

the middle of a fight, but it's entirely plausible that your vehicle could take hits that ignite a fire. Incoming tracer rounds, punching through the padding and upholstery of vehicle seats, will cause fires. Often, this will occur slowly enough to allow you to drive clear of the ambush KZ before stopping to extinguish the smoldering, before it erupts into flames.

- In the event of breakdowns, like a flat tire, outside of a fight, vehicles should be equipped with an adequate floor jack. If you have the scissors jack or bottle jack that came with the car? Throw that piece of shit in the garbage, buy a floor jack, and do punitive PT for being a cheap fucker. A lot of guys cling to the allure of the old Hi-Light style jacks, and there are some multiple-function uses that make them potentially useful. They also happen to be the single most dangerous type of vehicle jack that you can use.

I don't know about you, but I'd feel pretty god damned stupid to be surviving just fine in a failed state environment, and then die changing a flat tire, because my jack slipped and the vehicle came down and popped my head like pimple. Use a floor jack.

Along with the floor jack, a four-way lug wrench, or—even better—a breaker bar type wrench, and TWO spare tires should be in the vehicles, as well as air compressors and tire repair kits. A tire plug kit may be an amateur piece of gear, from a professional mechanic's point-of-view, but I've had a lot of experience, with a flat tire in the back-ass end of beyond, when being able to plug a puncture and refill the tire, allowed me to get home, without walking 50-60 miles for help.

A minimum of one two strap—not chains—with shackle hooks already attached, should be readily accessible by vehicle crew members for vehicle recovery. Unlike conventional force military in armored HMMWV or Stryker AFV, you're probably not going to try and hook up your shot-to-shit Toyota Four-Runner under fire for vehicle recover, but if you break down in a particularly exposed location, or one that does not allow you to put out adequate security during field repairs, the safest alternative is to simply tow the vehicle to a safe place.

- The final piece of equipment that I personally believe is absolutely critical in a survival rig for hostile environments is an incendiary device like a thermite grenade. If you are caught in an ambush, and your vehicle is disabled, you will dismount the vehicle to either fight through the ambush, or to break contact, depending on the specific context. If you do have to ditch the vehicle, as in a break contact, you may be leaving a lot of valuable equipment and materials behind, including everything from route maps and communications devices with programmed frequencies to things like vehicle registration—with your name and home address on it...


The ability for the TC to pop an incendiary device as he decides to execute the break contact will serve a two-fold purpose: it will prevent the enemy from taking advantage of any gear you are forced to leave behind, and it will prevent the enemy from exploiting the intelligence bonanza of knowing your communications frequencies and home address and identity.

Thermite grenades can be a little difficult to get your hands on, outside of the military and law enforcement agencies though (despite not being illegal or restricted under NFA, as far as I can tell...). While there are ample video tutorials on how to manufacture your own, on YouTube and a host of other Internet sites, the age-old poor man's alternative is to duct tape a handful of


highway road flares together. Place them in the glove compartment or somewhere else they will be readily accessible. When the TC decides to destroy the truck, all he has to do is pop the igniter on one of the flares. It will ignite the rest as well.

At the time of this writing, a six-pack of Orion highway safety flares costs less than \$15.00 at Wal-Mart. These burn for 20 minutes each at a temperature over 3000 degrees Fahrenheit. They WILL burn your care down to the frame, including the tires. Nothing inside is going to survive that fire at a functionally useful level.


Fighting Vehicles of Guerrilla Warfare




It's fun to think we'll all be rolling heavy, like these Desert Storm-era SF shooters....but what would happen if you drove this rig through town? Even if there were riots occurring?



This beat-up old piece of shit, on the other hand, could probably roll through most towns, without much thought...



You want a "survival" vehicle? Find one that blends in with this.



It's not very "tacti-cool" but a lot of SOF dudes, from a lot of countries, have used these and similar, for "combat" operations...(1978 Toyota Corolla Wagon)

Weapons and Individual Equipment

The primary weapons for vehicle crew members should be small enough to be handy and maneuverable inside of the vehicle, allowing for them to be fired from within the vehicle, as well as as allowing you to bail out of the vehicle in a hurry, without getting hung up on the weapon. While many of us carry pistols religiously, and these may very well be your primary go-to in your vehicle, having a rifle handy is a necessity. While a pistol may be adequate to protect you from a carjack attempt, for more serious ambushes, your weapons need to be capable of effective, accurate, rapid fire at ranges commensurate with your METT-TC assessment of the operational environment.

While there are numerous drawbacks to short-barreled rifles (SBR) like 10.5" MK18 variants of the AR15, and the "Suchka" version of Kalashnikov rifles, the reality is, vehicle-based operations are THE reason for SBR. I've seen super patriot types try to run vehicle dismount drills with the M1A and FN-

FAL rifles. To put it as mildly as possible, it is a clusterfuck. A MK18 or Suchka may not be a necessity, but anything longer than a 16-inch barrel is a royal pain-in-the-ass to operate in a vehicle.

Smoke grenades like the US military M18 can be as difficult to find nowadays as thermite grenades. When you can find them at a gun show, to call the sellers “proud” of them would be an understatement. The benefits of crew members having a couple of smoke grenades for masking movements during break contacts cannot be overemphasized though. Combined with the smoke generated by a burning vehicle, the screen created by even one or two smoke grenades can be effective enough to make any effective fire by the attackers a matter of luck more than skill. This screen can also allow crucial seconds of safety to allow the crew to grab extra essential gear out of the vehicle instead of abandoning it.

Fortunately, there are affordable alternatives to the M18 that—while not perfect—can serve as an acceptable substitute. While simple orange maritime signaling smoke devices may be adequate, special purpose munitions like the 37mm HAVOC grenade launcher from Spike's Tactical, with smoke grenades, can be reasonably affordable. They provide the benefits of smoke grenades, with an added bonus—they're Hell for fun to train with...not quite an M203, but not a bad substitute.

Because the team needs to be capable of functioning as a fire-and-maneuver dismounted infantry element, outside of the vehicles, individual equipment should mirror what you would use for dismounted operations. Regardless of our most sincere hopes and prayers, the chances of our vehicle being effectively disabled in an ambush are pretty significant. We need to be able to fight and survive, even if we have to ditch the vehicle.

While a lot of preppers—and some combat veterans—are vehemently anti-body armor, it is my contention that for most people, their dislike of body armor is predicated largely on the fact that the shit is heavy and uncomfortable to wear. For the prepper types, they've never actually been shot at, and they just can't internalize the advantages. For the combat veteran type, they're generally only experienced with the full-on 35-pound Interceptor suite. In both cases, when people use the weight of body armor as an excuse, it tells me, they're too cheap to buy lighter, better quality armor, and too lazy to do more PT.

For soft-skinned vehicle operations, in a hostile environment, you'd damned well better wear your body armor. CARS DO NOT STOP BULLETS!!! Your body will, but it will be detrimental to your survival. Let your body armor do the work instead. If you have to dismount and walk, and want to cache your body armor then, it's on you. If you're not wearing armor though, when caught in an effective vehicle ambush, there's a significantly greater than even chance that you'll never even make it out of your vehicle.

Contrary to popular mythology in a lot of survivalist circles, metal car bodies do NOT stop 5.56x45mm ball ammunition. During testing—by both myself and others—M855 has reliably penetrated ALL THE WAY through a vehicle. Thinking that you'll be protected by the car itself is the height of stupid.

What about our kids though? How do we protect them? They can't wear body armor, right? No, and there are no simple answers. Like any of you who are parents, my own survival would be pretty pointless if my kids died from something I could protect them from. The best answer I have come up with is the use of ballistic blankets. These are generally woven from Aramid or Kevlar materials, and are only rated the equivalent of Level II or Level IIIA body armor, neither of which is rated to stop even 5.56x45 or 7.62x39. With the intermediate barrier of the door decreasing the velocity sufficiently, the idea

is the blanket will stop it. I haven't tested it enough to trust it with my kids' lives.

I do KNOW that testing I have done with 1/8" diamond plate steel indicates that even that is inadequate...

At a bare minimum, your LBE needs to be configured so that you can escape the vehicle with a realistically effective fighting load of ammunition, as well as your BOK/IFAK and personal communications gear. You need to be able to fight and survive, once you've left the vehicle, even if you don't get a chance to grab your ruck.

Eye and ear protection should be considered obvious, for fighting in a vehicle. There's really no reason to not wear some form of eye protection any time you are in a vehicle, and if you expect to be in a fight, shoving a pair of foam ear plugs in is a quick, low-profile solution. While it might become necessary at some point, you do NOT want to be inside a vehicle, with multiple, unsuppressed weapons—especially short-barreled rifles—blasting away, rapid-fire, without some form of seriously high-quality ear protection! At the same time, the need to shoot THROUGH windows, and the vaporized glass particles that cloud the interior atmosphere of the vehicle as a result, make not wearing eye protecting a sure way to end up blind for life.

Bail-Out Bags

Bug-Out Bags (BOB) are a variation of an age-old tool called a bail-out bag. These were handy bags we kept within arm's reach in vehicles and aircraft. In the event of a survivable crash, or needing to bail out, the bail-out bag gives you a minimal amount of gear to fight and survive with.

My current protocol, even for daily driving, is to keep a bail-out bag on the rear seat floorboard, below my kids' car seats. It is the second thing I grab, after them, if I need to egress the vehicle in a hurry. Our bail-out bags are simply medium-sized gym bags, with our war belts, body armor, hearing protection, and rifles in them, as well as an extra dozen loaded magazines. It is not intended as a "bug out bag" or sustainment ruck. It's just there so I can stay in the fight long enough for my wife to get the kids to a safe location.

Fundamental Principles

In soft-skinned vehicles, trying to pile more than four shooters, plus a couple of noncombatant protected personnel, into a vehicle is a recipe for disaster. Between the inherent lack of protection of soft-skinned vehicles, and the difficulties of egressing multiple people—all of whom are going to scared shit-less—from a vehicle, means more than this will almost invariably end up resulting in unnecessary casualties. More than 6-8 passengers total, should result in the use of multiple vehicles.

In truly hostile environments, vehicle operations should consist of a minimum of two vehicles anyway. Just as you never conduct a foot movement without a Ranger buddy, your gun trucks need Ranger buddies as well. In the event that one vehicle is disabled in the KZ of an ambush, the second vehicle, acting as a counter-assault team (CAT) vehicle, offers several options for coming to the aid of the personnel in the disabled vehicle.

Ideally, the CAT vehicle should consist of a four or five-man vehicle crew who is not responsible for carrying noncombatants in their vehicle (in a pinch, they can be responsible for noncombatants, but this would mandate a fifth crew member to take charge of the noncombatants during dismounts). The CAT

team must be trained and equipped and fit enough to fight from their vehicle and on foot.

The primary mission of the CAT is to react to the threat and provide protective suppressive fire for the evacuation of any personnel in a disabled vehicle. The primary difference between the CAT vehicle and the traditional support vehicle for “bodyguard” work is that the CAT is not limited just to providing for the evacuation of the principles. The CAT crew should be ready to dismount immediately, and begin conducting fire-and-maneuver towards the attacking force.

In the event of an ambush that the targeted vehicle is able to drive through the KZ, the CAT vehicle crew can help reduce the effectiveness of the hostile fire, by returning fire, from a displaced position, without dismounting. If the targeted vehicle is disabled in the KZ, the CAT vehicle's crew can dismount and act as a maneuver element against the ambushing force, providing “breathing room” for the disabled vehicle's crew to move out of the kill zone.

Whether the convoy is moving or temporarily stopped, at the time the contact is initiated, some basic principles remain the same:

- The CAT vehicle needs to maintain adequate separation to be capable of providing effective support, without being suppressed by the same fires. In general, this means vehicles may need to be anywhere from 50-200 meters apart. This distance is very “rule-of-thumb” however. METT-TC considerations such as traffic conditions, terrain, and enemy weapons capabilities will all affect the ideal dispersion of your vehicles. Where I live, in town, 50-100 meters would be ideal, all other factors being equal, but between my town and the next time, 200 meters would be the minimum effective distance to reliably prevent being suppressed by the same element as the targeted vehicle.

The underlying conceptual principle however, is that the vehicles need to be far enough apart to prevent the CAT team from being caught in the KZ, while still being close enough for them to provide effective protection for the other vehicles, by reacting immediately and effectively.

- When the protected vehicle is attacked, the CAT vehicle crew must respond immediately to the threat, rather than the protected vehicle, by returning high volumes of accurate, aimed rifle fire, ample to divert the attention and aggression of the ambushing force away from the targeted vehicle. If fires from the CAT are sufficient to divert the attackers' fires away from the targeted vehicle, and it can escape, then the CAT vehicle can maneuver away through a modified break contact drill, and then rejoin the convoy at the next en route rally point.
- If the fires from the CAT vehicle are insufficient to divert the enemy's fires, and/or the protected vehicle is immediately disabled, the CAT vehicle team's priority should be ensuring the evacuation of noncombatant protected persons from the KZ.
- If the disabled vehicle is not carrying noncombatant personnel however, and the CAT vehicle crew's fires are insufficient to divert the enemy's fires from the KZ, the CAT team should dismount their vehicle and attack the enemy, using fire-and-maneuver, with the objective of flanking to close with and destroy the enemy, or to provide adequate suppressive fires to allow the disabled vehicle's crew to escape the KZ using fire-and-maneuver.

If the attack is successfully repulsed, as opposed to a successful break-contact being executed, the first priority of the CAT vehicle and all members of the convoy, should be to consolidate and secure the scene of the attack. This is accomplished by establishing 360-degree security, providing medical care to the wounded, accounting for damaged or missing equipment, and ensuring the destruction or removal of disabled vehicles, in accordance with SOP, METT-TC, and any specific planning you have conducted. The idea of securing the scene may seem counterintuitive to the typical “guerrilla hit-and-run” mindset, but this allows you to take a few moments to gather any useful intelligence information from the defeated hostiles, allowing for retributive action down the road, preventing further attacks.

If the convoy is in a static position for any length of time, such as during temporary halts, or remain overnight hide sites, all vehicles should establish security, with the CAT vehicle team still in a stand-off position to provide overwatch, in the event of an attack on the static, protected vehicles.

In addition to all of the above, there are four basic principles that contribute to the success of vehicle-mounted partisan elements, regardless of size:

- **Teamwork!** Everyone on the vehicle crew must be professional. This means knowing their duties, being able to perform those duties, and trusting their companions to know—and execute—their duties. If you are looking at your buddy's sector, because you don't have 100% trust in him to do his job, you're not doing your job. The only way you're going to survive an ambush is teamwork and expertise!
- **Established SOP!** The key to well-trained and expert performance as a team is the establishment of flexible, but well-developed, coherent standard operating procedures and immediate-action battle drills. These planned responses to likely attack situations are the key to survival and success under the stress and fear of incoming rifle fire. Your SOP and IAD must be rehearsed until they are second nature. Without established, rehearsed SOP, you do not have a team. You have a bunch of individual fuck-ups getting in each other's way.
- **Control.** SOP will help establish and maintain control, through a clear, simple, and well-understood set of guidelines and established chain-of-command. The TC must be selected on the basis of proven leadership ability as well as technical and tactical expertise. Subordinates within the team must respect and be willing to obey, without immediate question, the commands and guidance of their leaders. That will only occur if the subordinates know and respect the abilities and goals of the TC. This can only happen through training together.
- **Training.** The common denominator of all of the above principles is that they can only be developed through a combination of effective individual and collective task training that will allow the team to attain the tactical and technical proficiency to ensure success and survival. Teams must be well-trained and well-rehearsed in their SOP and IAD.

Patrol Movement Techniques for Soft-Skinned Vehicles

The basic movement techniques for patrolling, as we discussed in Volume One, include traveling,

traveling overwatch, and bounding overwatch. Those same techniques apply when your movement is vehicle-mounted, if you have more than one vehicle in a convoy.

Traveling

Unlike foot-mobile patrolling for the partisan, there are times when the traveling technique may be applicable, even for the partisan element. Long, straight highly visible stretches of highway allow the opportunity to utilize speed for security. In places like this, whether the long stretches you see crossing the Great Plains and deserts, or interstates that are unimpeded with traffic blocking the roadway, putting the hammer down and moving fast may be the most secure means of travel.

At other times though in “normal traffic” during a major event, closing the gap between vehicles and staying relatively close together may be the only safe way to be able to effectively get to the other vehicle(s) if something happens, without getting hemmed in by the lemming-like drivers around you.

Traveling Overwatch

Generally speaking however just like with foot-mobile patrolling, traveling overwatch spreading the distances out between vehicles will be your most secure option regardless of how fast your are traveling. Just like with dismounted movements, for traveling overwatch in vehicles, we want our distances to be as far as practicably apart as we can get away with. The unit I was taught and subscribe to—and still teach—is half the distance that your worst marksman can accurately shoot.

Since I hold myself and those around me to pretty high standards, this puts me well within the range of any effective fires placed on any other vehicle in my convoy. If my worst marksman can only make upper torso hits at 100 meters, then the furthest away he can be, and still functionally protect me, is 50 meters...and then only if the attackers are only 50 meters away from me!

If I set a minimal marksmanship standard of 400 meters for torso hits however, that means I can reasonably expect my vehicle crews to be able to protect someone up to 200 meters away. Especially considering the fact that my experience has amply demonstrated that most motherfuckers in this country can't hit shit at 200 meters, this means that the bad guys are probably going to well within 200 meters of the targeted vehicle before engaging them. If I can shoot 200 meters PAST my buddies, accurately, then engaging the enemy at closer ranges is commensurately less challenging. Traveling overwatch, just like in dismounted patrolling, is going to be your default travel technique in hostile environments. Whether at intermediate speeds, or at low speeds, if a vehicle gets hit and shut down, this provides you a margin of error for the CAT vehicle to stop and engage, while still being within the range of their own fires.

Bounding Overwatch

Bounding overwatch is a movement technique used when contact is expected imminently. During dismounted operations, this is the movement technique you use during the last moments approaching a hostile target, or when you are approaching an area that you suspect probably houses hidden enemy fighters.

For vehicle-mounted operations, there are a couple of times when bounding overwatch should be your SOP movement technique. Any time you are approaching any sort of blind spot—crest of a hill, sharp turns, or moving in stop-and-go type situations—the bounding overwatch should be your go-to movement technique.

To execute the bounding overwatch with vehicles, the simplest method is for the lead vehicle to approach the blind spot, until they can just see over or around the obstruction. Then they stop. The next vehicle in line pulls up to the same location, conducts a visual security scan, and then moves forward as far as possible, without losing visual contact with the stopped lead vehicle, or moving more than a predetermined SOP distance (established, as above, by determining half the distance your least competent marksmen can reliably engage targets). They then take up the most secure position possible, and the first vehicle can move up to, and past them, repeating the process. In convoys with more than two vehicles, the third vehicle (and etc), will move up, leaving the lead vehicle as the trail vehicle. This is repeated until the danger area is bypassed, and all vehicles have returned to the established order-of-march.

The appeal of this method is that it really only exposes one vehicle at a time to a surprise attack or ambush, while in motion, leaving a minimum of one or two other vehicles in position to protect them in the event of a vehicle-down situation.

Route Clearance

One option that should be considered, especially in the event of moving a large number of noncombatant personnel, is the use of route clearance teams. Fundamentally, this should involve a pair of vehicles, moving along the route ahead of the main body, looking for ambushes and chance encounters with hostiles. If the route clearance teams are all shooters, this can prevent the main body from getting caught in an ambush in the first place.

The single issue I have with the use of route clearance teams like this, is that the route clearance vehicles are likely to be limited in their travel. An ambushing force, well-ensconced in a hostile neighborhood, may not even be seen by the route clearance team. If they know the main body is coming, they can intentionally allow the clearance teams to roll past, and wait to engage the main body.

One major positive use of route clearance teams can be in less densely populated areas. If I were using a route clearance team in these environments, I would prefer to put two buddy teams on separate 4WD ATV, or—even better—the newer UTV that offer side-by-side seating arrangements, including seat belts and rollover protection. With each buddy team running an ATV/UTV, you've got the ability to use bounding overwatch, while the aggressively all-terrain designs of these vehicles will allow your route clearance teams to actually physically clear a greater variety of potential ambush sites, based on your route analysis.

Single Vehicle Immediate Action Drill

This section will focus on the execution of various immediate-action drills—battle drills—focused on the single vehicle caught in the KZ of an effective ambush. It will discuss two- and four-man elements in a single-vehicle, coming under fire while moving. We will also discuss the modification of these TTP for the use of a vehicle crew responsible for protecting noncombatant personnel in their vehicle.

These battle drills are predicated on two-man or four-man crews, and include the drive-through battle drill, as well as vehicle down drills for each. The immediate-action drills for multiple vehicle convoys will all be predicated on mastery of the single-vehicle drills. These are the foundation for all vehicle-mounted immediate-action drills!

Key Learning Points

Key learning points for this section include the importance of learning how to disembark the vehicle correctly—fast—and safely, under fire, as well as the importance of maintaining muzzle awareness and discipline, and moving to effective fighting positions, while maintaining communications between elements.

IAD #1: Drive Through

The trained, conditioned response of both the driver and the TC, if their vehicle comes under effective enemy fire, should be to drive THROUGH the ambush, escaping the KZ as rapidly as possible. This is a stupid simple—if not easy—battle drills.

The driver stomps the accelerator and GOES! If the driver is hit, or is otherwise unable to continue driving, the TC can actually throw his leg across and punch the accelerator himself, while steering with his left hand. This is another factor in favor of the automatic transmission, of course!

If forward escape from the KZ is blocked, the driver's response should be to pop the vehicle into reverse and punch it. Lots of people want to learn and practice the cool-looking evasive driving methods like the J-turn, to get out of the KZ, but even a well-executed J-turn will take more time than simply backing the fuck out. Don't get fancy. Just get out!

As the driver is driving through, or backing out, of the KZ, any shooters on the side of the vehicle closest to the source of incoming fire—and thus has a safe lane of fire—should be engaging the enemy with rapid suppressive fires. If the fire is from the driver's side, the driver should NOT attempt to drive and shoot. He won't do either well enough to be worth a damn. If it is absolutely necessary to get a second gun into the fight towards the driver's side if the vehicle, the TC can actually lean across the driver and engage through the driver's window. This is highly undesirable however, and should be considered an absolute last-ditch measure (if you somehow have access to select-fire weapons, the rear seat passenger on the driver's side, should be the first to be equipped with a full-auto capability, to augment his fires, since the driver can't fire effectively while driving).

Upon clearing the KZ, the TC will determine an alternate route to reach the destination, bypassing the KZ. Wounded crew members can be treated—at least to the care-under-fire level—while the vehicle is moving. Definitive care at the Tactical Field Care phase should be postponed until a safe stopping point has been reached.

IAD #2: Single Vehicle Down, Two-Man Crew

In the event that a solo vehicle is disabled, with a two-man crew, they will need to immediately respond with what we refer to as a “vehicle down drill.” You do not want to stay in a vehicle that is taking fire, any longer than absolutely necessary. Cars are giant bullet magnets that don't dick fuck-all to stop bullets. Worse, the specific trajectory of the rounds, once they puncture the first hard surface of the vehicle, is completely unpredictable!

Seriously, vehicles seem to actually suck projectiles out of their normal trajectory, just for the sheer joy of punching holes in sheet metal and fiberglass!

As soon as the driver realizes that the vehicle has been disabled and is coming to a stop, he should communicate this to the rest of the team. “TRUCK IS DOWN! GET OUT! GET OUT!” The TC should repeat this warning so that the driver knows he's been heard.

The crew member on the side of the vehicle closest to the contact will have a lane of fire that is not masked by the movement of his partner on the other side of the vehicle. This allows him to provide a base-of-fire to protect his partner exiting the vehicle. If the contact is from the front or rear, both shooters can provide the base-of-fire, until the shooter designated to exit first—according to SOP—does so. The same principle applies if the contact is directly from the rear.

Assuming that the attack is coming from one side or the other, the shooter on that side of the vehicle will provide a base of suppressive fire. The partner will immediately throw open the door of the vehicle and jump, step, dive, or fall, out of the vehicle, and move to a position that allows them to use the wheels and engine block of the vehicle for cover, as a temporary fighting position.

THIS MEANS THAT YOU ARE PROTECTED, BUT CAN EFFECTIVELY ENGAGE THE ENEMY WITH FIRES!!!!

As soon as the first shooter has exited the vehicle, and is engaging the enemy, they should direct their partner to get out. That partner will exit the same side that his partner did, and move to the rear end of the vehicle, using the wheel and rear axle for what cover it will provide.

DO NOT EXIT THE VEHICLE, UNDER FIRE, ON THE SIDE THAT THE ATTACK IS COMING FROM!!!

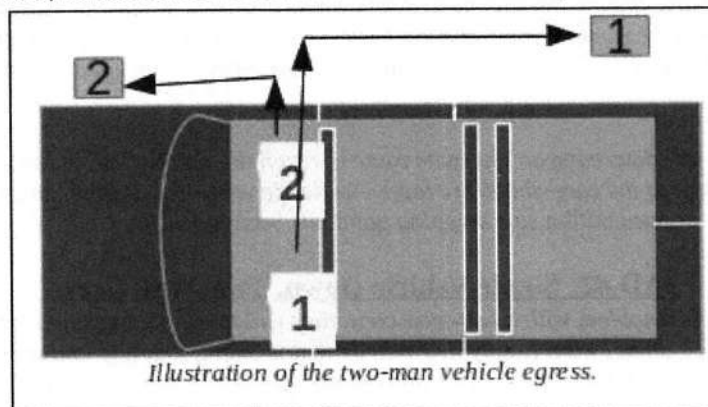
During the egress portion of the drill, the vehicle does NOT offer cover, but it will offer a degree of concealment that can effectively increase survivability.

As soon as both shooters have exited the vehicle, the TC can determine whether to press the attack, or to break contact.

Troubleshooting IAD #2

In the event that the second shooter is wounded and disabled, while still in the vehicle, his partner will need to drag him clear of the vehicle, and then behind the wheel and engine block for cover. This is a time when having access to smoke grenades is particularly helpful, since the uninjured shooter now needs to fire enough to suppress the enemy, then drag his partner back to the next available temporary fighting position, before resuming suppressive fire. It doesn't work particularly well.

If there are non-combatant personnel in the vehicle, the first shooter to exit the vehicle should extract them, even though it places the near side shooter in a vulnerable position for a greater period of time. Once the noncombatants are clear of the vehicle, and placed in a covered position, the near side shooter can exit the vehicle, and move to his designated firing position, providing cover for the first shooter to move the noncombatants clear of the KZ.



As can be witnessed by studying the two-man vehicle down drills, this is an extremely untenable position to be placed in. A four-man team offers inherently more opportunity for the survival of all members of the crew.

IAD #3: Single Vehicle Down, Four-Man Crew

With a four-man crew, if the solo vehicle is disabled, we still do not want anyone in the vehicle any longer than absolutely necessary. As soon as the driver realizes that the vehicle has been disabled, he should communicate that to the entire crew. Every member of the crew should repeat the call, until they've exited the vehicle.

Those crew members on the side of the vehicle closest to the contact will have a safe lane of fire to engage the enemy. They should provide a base-of-fire to allow their partners to exit the vehicle. If the contact is from the front, the driver and the TC will provide the base-of-fire. If the contact is from the rear, the rear seat passengers will provide the base-of-fire.

If the attack is coming from one side of the vehicle, the shooters opposite the attack will immediately throw open the doors of the vehicle and jump, step, dive, or fall out of the vehicle, and move to a position that provides cover. For the TC, this will be the front wheel, where he is afforded protection by the engine block and the front wheel and axle. For the rear seat passenger, this will be the rear wheel and axle. He will need to fire from the prone, firing around the wheel and tire, since the trunk/rear cargo space will not provide protection.

As soon as the first two shooters have adopted temporary fighting positions behind the vehicle, they should call out to their partners to exit the vehicle. Those shooters will turn 180 degrees and exit the same way their partners did

DO NOT EXIT THE VEHICLE, UNDER FIRE, ON THE SIDE THAT THE ATTACK IS COMING FROM!!!

When those crew members exit the vehicle, they should move past their partners, and continue for a 3-5 second rush past the ends of the vehicle, to a temporary fighting position. Note that this is a **temporary fighting position!** It is not just a position of cover. If your buddy dies because you are protected by your position of cover, but you are incapable of protecting him, and you do not immediately remedy that situation, then you are a douche, and I sincerely hope that you the devil ass-rapes you with his pitchfork when you get to Hell.

As soon as he reaches a temporary fighting position, each of these shooters should communicate to his partner to "MOVE!" That shooter can then move a single bound past his partner, to a temporary fighting position. This effectively gets all shooters clear of the giant bullet magnet, and in a position to initiate a hasty attack or a break contact. As soon as all personnel are clear of the vehicle, the TC, acting as the dismount team leader (TL), will direct his subordinates to execute whichever he feels is appropriate.

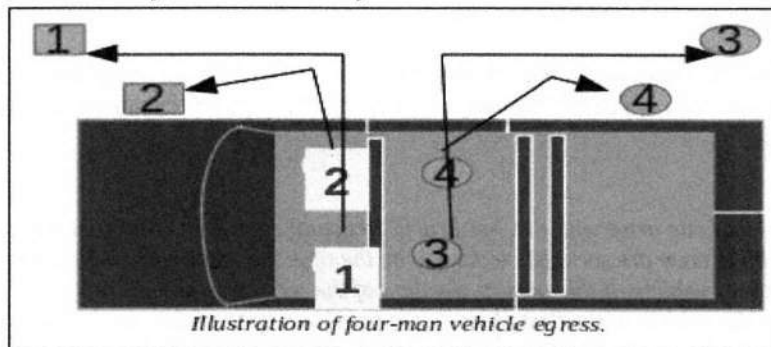
Troubleshooting IAD #3

In the event that a shooter inside the vehicle is wounded and unable to exit the vehicle, the nearest team member should call for protective, covering suppressive fire from the rest of the crew, move to the vehicle, and drag the wounded shooter out of the vehicle, and to a position of cover. This is covered as part of the Care-Under-Fire phase of TC3 in Volume One, and the appendices of this volume.

If the vehicle has access to smoke grenades, and has recognized the wisdom in being able to destroy the vehicle before breaking contact, through the use of incendiaries, then as soon as the second pair of shooters are clear of the vehicle, and engaging the enemy with effective suppressive fires, the two shooters closest to the vehicle, will utilize their smoke grenades by throwing them between the enemy position and the vehicle, to create an effective smoke screen.

They can then grab rucks and other mission-essential gear from the truck. Tossing their own out of the vehicle, they can don their own, and then drag their partner's clear of the vehicle, until they can be handed off. Once the rucks are clear of the truck, the TC will initiate destruction of the vehicle by igniting the incendiary device. At that point, both he and the other recovery shooter can call for suppressive fire and move to—and past—their respective partner's position, dropping his ruck as close as possible to its owner, before moving to their own covered and concealed positions. Once in position, they can protect their partner while he dons his ruck, and THEN the TC/TL can initiate a break contact drill, in accordance with the team SOP.

If the vehicle is carrying noncombatant personnel, the first two shooters should exit the vehicle and move to their primary positions. The second set of shooters to exit the vehicle will move all noncombatants out of the vehicle—using whatever means necessary—and to a covered concealed position, away from the vehicle. They will sit on the noncombatants—literally, if necessary—until the recovery shooters are ready to move.



Recovery Vehicle Immediate Action Drills

This section will introduce you to the appropriate immediate action drills under attack, when you have a second—or more—vehicles in your convoy, and the vehicle that is under attack in the KZ is carrying noncombatant personnel. It will discuss the specific roles of the recovery vehicle personnel, how to cross-load two vehicles' worth of personnel into one recovery vehicle, as well as how the presence and availability of a recovery vehicle modifies the actions of the downed vehicle crew's actions.

The use of a recovery vehicle however, significantly increases the odds of survival for the crew and passengers of the vehicle disabled in an ambush KZ. In the event that you have a vehicle carrying protected principle noncombatants, in a hostile environment, the presence of a trained and ready recovery vehicle is life-saving.

IAD #4: Recovery Vehicle

When one vehicle of the convoy has been caught in the KZ of an ambush, and has been disabled, it is possible—if there are protected noncombatant personnel in the disabled vehicle, it is paramount—to use one of the other vehicles as a recovery vehicle to get the noncombatants off the KZ faster.

As the target vehicle comes under fire, the next vehicle in formation should have immediately stopped, and began providing suppressive fire. If the targeted vehicle is able to drive through and escape the ambush, then the following vehicles can reverse back and move around the ambush site, using an alternate route, and link up with the separated vehicle(s) at the next en route rally point.

*If the targeted vehicle is disabled, the next vehicle in line becomes the “recovery vehicle.” They need to immediately drive into the KZ, pulling up next to the disabled vehicle on the DOWNRAGE side. This allows them to use the disabled vehicle to help screen the recovery vehicle. The driver will accelerate as quickly as possible reducing the exposure of his vehicle in the KZ. As he approaches the disabled vehicle, he will brake hard, stopping in a position to use the disabled vehicle to screen his vehicle. As soon as he stops, he will place the vehicle in PARK. This will prevent accidental movement, if he is wounded or moves unintentionally, that could result in someone being run over. If the recovery vehicle is a standard transmission, the driver will **KEEP THE VEHICLE IN GEAR, WITH HIS FOOT ON THE CLUTCH!** If he has a safe lane of fire, he may engage the enemy with rifle fire, but the driver's primary task is to keep the vehicle ready to move.*

As soon as the recovery vehicle stops moving, all other members of the crew will disembark the vehicle and move to a position correspondent to the furthest out members of the disabled vehicle's crew. They will then instruct their opposite number from the other vehicle crew to move to the recovery vehicle. Both vehicle crews will then begin moving back, using buddy team bounds, towards the recovery vehicle. The last two shooters to reenter the recovery vehicle should be the recovery vehicle TC and the rear side shooter on whatever side the attack is coming from. This will allow them to continue providing suppressive fire until the last possible moment.

Once all members of both vehicle crews are in the vehicle, the driver will accelerate out of the KZ, either forward or in reverse. Any shooter with a safe lane of fire at the enemy position should continue engaging with suppressive fire until they are no longer able to do so.

Troubleshooting IAD #4

There are a couple of issues that can arise with this battle drill in actual execution. The most obvious is that one or more members of the disabled vehicle crew are seriously wounded by the time the recovery vehicle arrives, and are not able to move themselves to the recovery vehicle. If this occurs, the duty of the recovery vehicle crew—and really, the only reason for them to move away from the vehicle in the first place—is to provide a base-of-fire, so that the uninjured and/or ambulatory members of the disabled vehicle's crew can move their companions to the recover vehicle, before the recovery vehicle begins moving back to the vehicle.

The second obvious issue that arises is the presence of noncombatants in the disabled vehicle. This will also change the

actions of the disabled vehicle, as long as there is a recovery vehicle. In order to protect the principals, when they are moved out of the vehicle, instead of moving away from the vehicle, they are placed behind the wheels and engine block of the disabled vehicle, until the recovery vehicle arrives.

This will bump the first shooters out of their position. The assigned handlers will place the noncombatants into position—in the fetal position—behind cover. They will then kneel ON the principal, and fire over the hood or rear of the vehicle. After the first bound, all shooters will remain in place, until the recovery vehicle arrives.

When the recovery vehicle crew arrives, they will replace their counterparts from the disabled vehicle, allowing them to place their principals in the recovery vehicle. The principals should be placed in the rear seat floorboard, or center of the rear seats, where they have the most protection available. Once the principals and disabled vehicle personnel are in the recovery vehicle, the recovery vehicle crew will collapse back to the vehicle, and remount, as above.

The final issue that arises is the need to destroy the disabled vehicle. Before the disabled vehicle TC enters the recovery vehicle, he and one other member of his vehicle crew should remove rucks and any other mission-essential equipment, move it to the recovery vehicle, and initiate whatever incendiary devices are SOP.

Counter-Assault Team (CAT) Vehicle Immediate Action Drills

The CAT vehicle has very specific tasks. While it can be used as a recovery vehicle, if needed, there are actually significantly more important roles for it to fill, in the interest of protecting other vehicles in a convoy. In order to fill the obligations of these roles, your CAT team must be extremely well-versed in basic infantry skills and TTP.

The primary duty of the CAT team is to provide protection for all other vehicles in the convoy. In the event that another vehicle in the convoy is targeted in the KZ of an ambush, the CAT vehicle should immediately stop, allowing all crew members—including the driver—with safe lanes of fire to begin providing suppressive fires. If executed properly—quickly, aggressively, and with precision—this increases the chances of the targeted vehicle's crew escaping the ambush. If the CAT vehicle is the trail vehicle and the lead vehicle is 200 meters ahead of them when it is targeted, that could mean that the CAT team needs to be able to engage the enemy with accurate suppressive fires from as far away as 400 meters, and possibly further. If the enemy contact is outside the effective range of the CAT team at the time of contact, the CAT vehicle will need to aggressively accelerate closer to the enemy position until they can fire effectively.

If the targeted vehicle is unable to self-extract and requires the use of a recovery vehicle, the CAT team will need to provide a greater level of aggressive action on the enemy, to distract his interest from the crippled vehicle. Once the call comes over the radio from the disabled vehicle, “VEHICLE DOWN!” the recovery vehicle will begin rocketing towards the disabled vehicle. Depending on distance, direction, and intervening terrain—cover and concealment—the CAT vehicle TC may choose to either aggressively close the distance while mounted, or to have his crew dismount immediately. In either case once the CAT team dismounts, they will begin assaulting forward by buddy-team bounds, using fire-and-maneuver. Accurate suppressive fire, coupled with effective, aggressive, forward movement can severely disrupt the enemy's focus on the disabled vehicle. Once the recovery vehicle has successfully exited the KZ, the CAT team can begin a retrograde break contact drill, until they can remount their vehicle, and exit the scene.

Laager Procedures

“Laager” is an Afrikaner word referring to the historically common practice of “circling the wagons.”

In the modern military context, it is used to refer to parking vehicles in a defensive position. In the military of course, with armored HMMWV, Stryker, and other AFV a laager can literally mean a “circle” of vehicles, noises pointed out, so the guns of the vehicles are providing 360-degrees of security. Since most of us—as we’ve already established—don’t have armored vehicles with crew-served weapons like .50BMG M2 machine guns, MK19 grenade launchers, or—we can only wish—tank main guns, we need to consider a significantly different option.

The best way to approach your vehicle laager site is—wait for it—METT-TC dependent...In areas that offer overhead concealment, the best method may very well be to scatter the vehicles, with positions that provide overwatch for the other vehicles.

Regardless of the laager parking positions and methods you decide to utilize there is one consideration that needs to remain at the forefront of your consciousness:

THESE ARE NOT ARMORED VEHICLES!!!

You do not want anyone—except perhaps one buddy team pulling security—anywhere actually near the vehicles while sleeping. In the event that the vehicles are discovered and targeted, being a safe distance away from them will protect you from the fires directed at the vehicles, as well as providing a distraction for use in evading quickly and quietly, without a fight, or to maneuver close enough to shove your muzzle devices up their collective asses.

Laager Site Selection in Different Environments

The best choice of laager methods will largely depend on threat and environment. Assuming a worst-case scenario, with aerial FLIR threats, some functional choices might include:

In an urban area, simply parking in alleys that provide overwatch may be adequate. By moving personnel out of the vehicles, and into buildings close by, but with easy access to the vehicles, you can reduce the thermal signature of the vehicles, once they have cooled off. Leaving passengers inside the vehicles will raise the internal ambient temperature, providing a FLIR-noticeable temperature gradient different from other nearby vehicles.

In thick foliage forest environments, scattering the vehicles among the trees, and then putting up camouflage netting—before placing the vehicle crews in covered fighting positions separate from their vehicles—will provide the best protection from FLIR threats once the the vehicles have cooled off.

In open desert environments, there may be no particularly effective defense against the FLIR threat although military surplus camouflage netting with the IR scattering metal on them can provide some aid in this. Your best bet may be parking all the vehicles in low depressions hidden from surface view of the surrounding terrain, noises pointed for rapid escape. By parking at least one vehicle with just the head of an observer sitting on the roof exposed—a variation of turret defilade, according to my Cavalry friends—you can minimize the exposure to ground observation, at the least.

Route Analysis Considerations

The safest method of surviving an ambush or attack while vehicle-mounted, is to avoid it. The best method of achieving this is thorough route analysis. Additionally, the surveillance detection capabilities that good route analysis offers protects us from a hostile threat group following us to our residence, despite our best efforts to hide that location. Route analysis is one of the specific tools that we use to

identify locations where ambushes are probable, as well as where hostile threats are most likely to initiate vehicle surveillance.

Critical Definitions

In order to discuss route analysis intelligently, there are some basic professional terms we need to understand and share a common definition for.

Chokepoint: *this is an area of routine travel that is someplace the presence of the target can be predicted both to time and place. A chokepoint can be identified as somewhere that the target's travel is 1) routine or predetermined, 2) carries the target through a specific location or area, and 3) occurs during a certain, set period of time. This predictability can offer the potential attacker a significant advantage. Most people are more predictable when traveling to work, than when traveling home, since they generally need to be at work at a given time.*

Attack Site: *A good attack site offers the attacker 1) some type of control that allows the attacker to anticipate exactly where the target will be and a way to keep the target in the KZ, and 2) cover and concealment for the conduct of both the attack and the preparatory surveillance, and 3) an effective escape route from the area.*

Control: *There are two types of control, in this context. The first is manufactured control. This is something done to artificially create an impediment to the target's movement. An IED explosion or parking a truck in the middle of the road are both examples of manufactured control. Natural control is not something created or performed by the attackers. The target would be temporarily controlled whether the attackers were present or not. A stop sign is an example of a common natural control.*

Concealment: *In this context, concealment specifically refers to any means to “hide” the attackers from the target.*

Cover: *Unlike the more tactical, battlefield use of the term, in this context, cover refers to the ability to blend into the surrounding environment, specifically in urban environments, without standing out and drawing attention. Cover is generally derived from whatever happens to be already present in the area, such as a convenience store, fast food restaurant, parks, etc. By using an existing, common activity, the attacker can achieve the element of surprise by seeming to appear out of “nowhere.”*

Surveillance Point: *A surveillance point is simply a specific location that offers a view of the target from which the attacker can gather useful information about the target.*

Surveillance Detection Point: *A SDP is a location that offers a view of one or more surveillance points.*

A well-conducted route analysis will provide you with indications of where to look for surveillance efforts targeted against you, as well as ambushes. Attacks do NOT “come out of nowhere.” What really occurs is that most people have their heads firmly planted in their colon, so they simply do not see what is happening, until it is too late. By identifying specific, possible attack sites along a route of travel, you can intentionally heighten your alertness at those areas, and reduce the element of surprise employed by the enemy.

Effective attack sites share several characteristics. First of all, they off the ability to support a surveillance effort over a period of time. Second, the attacker must know that the victim will be driving through the area of the attack site on the day and at the time of the projected attack. The attackers will also utilize cover or concealment, while deployed, waiting for the target. Other than the very rare suicide mission—which is not nearly as common as people seem to think, even amongst jihadists—the attacker will need a viable escape route as well. Finally, looked at from an historical perspective,

looking at recent trends in terrorism and criminal assault paradigms, over 80% of attacks occur within chokepoints near the target's residence. The attack occurs on the way to or from work. These commonalities can help identify potential attack sites on the daily route. Rote analysis is the critical key to this, since the attack is a site dependent act.

To begin a route analysis, we need to identify how many ways that we realistically have available to safely vary our routine travel routes. Routes to and from work should receive your attention first, since those are your most predictably traveled routes. Regardless of how well you vary your routes, of course, there will—by definition—be a chokepoint at each end of your travel. There may be more choke points, depending on the specific geography and locations. During routine travel, your awareness should be heightened during times that you are moving through these chokepoints. This means that the first step of route analysis is identification and analysis of the chokepoints.

Your route(s) may have other locations that are not technically chokepoints, but require extra vigilance during travel because of OCOKA factors that make them potential attack sites because of a hostile threat's ability to turn them into de facto chokepoints through the use of manufactured control and the use of cover for surveillance. Examples could include a wooded lane along a secondary route you utilize, or a long stretch of roadway through a heavy pedestrian area, where the crowds offer both the potential for manufactured control and cover for surveillance.

A chokepoint is a specific geographic location that the target MUST travel through. If the target does not use a certain area every time that he travels between two routine locations, it is not a chokepoint. If you choose not to vary routes among safe alternatives, or choose to always take a certain stretch of road when another option is available—maybe your wife likes the view along that stretch of road—then you have created a chokepoint.

If you always travel by a single route along the entire trip—by choice or by necessity—then the entire route is a chokepoint. You are predictable at each and every point along the route.

There is a difference between a chokepoint and an attack point. The differences in the definitions between the two should be understood and kept distinct. From an operational and tactical perspective, chokepoint has a very specific meaning, relating to a "bottle neck." An attack point will usually be located within a chokepoint, since the target's location there is predictable, but attack points are different from chokepoints.

If you have—and use—multiple routes, there will usually be at least two chokepoints during travel. These occur at each end of travel, when the two—or more—routes converge. There may or may not be other points along the way where the target's presence is predictable, but these two chokepoints are almost always present.

Once you have identified the chokepoints in your routine travel, you need to analyze the chokepoints for potential attack and surveillance points. These can be analyzed by looking for the aforementioned characteristics of control, concealment, and cover. When locations within the chokepoints have been identified that afford these requirements to a potential attacker, those specific locations should be analyzed, from an attacker's perspective, using the OCOKA physical terrain factors—within the context of the potential attacker's capabilities—for sites that are potential attack sites and potential surveillance

sites.

Once likely surveillance and attack points have been identified within your chokepoints, you can analyze if there are security upgrades that you can make. Can those points be avoided by alternate routes? Do you have the ability to place people or technological assets in place for surveillance detection? Most of us simply don't have the ability to place a team out—indefinitely—for the detection of possible surveillance, but what about technological SD? Can we place game cameras to overwatch potential hide sites, and check them once or twice a week, depending on threat severity?

In truly grid-down circumstances, could we utilize commercial, off-the-shelf (COTS), unmanned aerial vehicle (UAV) technology to perform overflights before we physically traverse those areas that present the greatest risk?

If none of these are realistic options, then the only resort we have in the event that an attack is anticipated is to heighten our awareness when traversing those points, and at the slightest indication of an attack commencing, accelerate through the KZ, regardless of other potential consequences.

Critical Areas

A critical area is defined as a potential/likely attack or surveillance point that is not within a chokepoint of our routine travel. Using my personal example above, critical areas are my primary concern, since there are no real chokepoints in my normal routine travels.

To determine our critical areas, we need to analyze those travel areas that we commonly use—even if unpredictably—for OCOKA factors that make them likely attack sites. Those areas should elicit a heightened level of awareness when we do traverse them. Treat these critical areas just like attack sites in chokepoint corridors, applying security and/or surveillance detection methods on those days when you will use that route.

An Example of Chokepoint Analysis

As an example of chokepoint analysis, my personal situation provides a stellar example. Because I am self-employed, my routine travel is anything but routine. I have very few predictable locations—other than my residence—and while a few of my regular destinations—such as my Brazilian Jiu-Jitsu class—do have a regular schedule, whether or not I show up at any given class is almost entirely random.

From the closest town to our house, there are a minimum of seven different routes. Those routes can be multiplied exponentially by the number of connecting streets between them. Since I'm completely random in my route selection—literally, I generally decide to take a random term, as I'm about to pass the turn—I really have no chokepoints on my travel routes...

EXCEPT...all seven of those possible routes ends up narrowing down to two available options for the last 1-2 miles, depending on which routes I take. That still leaves my a degree of randomness that most attackers would have a difficult time overcoming, without significant manpower assets. Nevertheless, both of those two routes end at the corner where my house sits. Absent a willingness to go four-wheeling across country, and busting through the neighbors' cattle pastures and fences, my driveway is a natural chokepoint that is simply unavoidable.

Fortunately, outside of taking over a neighbors' house by force, there are also no suitable places to set up surveillance preparatory to an attack that put me at any real threat of ambush at that one, very brief chokepoint. It's almost like I

planned that...

Surveillance Detection Methods

In order for a hostile threat to attack us, they need to know where they can find us. The methods that all criminals—outside of the arbitrary VCA—use to achieve this are referred to as surveillance. Even the arbitrary VCA uses a form of surveillance. Absent dedicated external security details, the best method for most of us operating as underground partisans to detect and overcome hostile surveillance is through education regarding surveillance indicators, and subsequent awareness.

To determine if you are likely the subject of surveillance by a known hostile threat group in your area, you need to refer back to your threat assessment, from the counterintelligence chapter, and consider those factors, relative to the specific groups your intelligence effort has identified.

If your assessment indicates that you are likely to be the subject of surveillance by hostile threats, then your routine travel should begin to employ surveillance detection routes (SDR).

In the event that you suspect you are the target of hostile surveillance, preparatory to an attack, the first step is trying to innocuously identify that you are positively under surveillance. If you have conducted a solid route analysis and chokepoint analysis, you know what the best surveillance points are. If you vary your travel routes, you will force the surveillance effort to spread their efforts.

One of the truisms of surveillance work is that you are always short on equipment and personnel. As true as this is for government work, it is even more so for the criminal effort. This means, if you can force them to spread their effort between the surveillance points of two or more chokepoints, you increase the odds of positively identifying the surveillance. When you see an individual or a vehicle identifying two different surveillance points, you can safely say that you have verified that you are the target of a surveillance effort.

If you have to make significant changes in an attempt to draw out surveillance, it needs to have an innocent explanation. Aggressive surveillance detection will only accelerate the attackers' time line. While pushing their attack forward may not offer 100% success, if they get rounds into you, then you lose, regardless of what their goal was. Making three right turns in a row will certainly indicate surveillance, but any surveillance effort dumb enough to fall for that was really no threat anyway...If you decide to deviate from your routine travel routes, have a reason...stop for coffee or a sandwich, etc.

Surveillance Detection Basics

Successful SDR efforts are predicated on three fundamentals. The first of these is location. An understanding of the fundamental applications of OCOKA physical terrain factors in the attack/surveillance effort will help you determine where a surveillance effort is most likely to be initiated. Chokepoint and route analysis for the purposes of determining likely attack and surveillance points is the critical aspect of this.

If you are targeted for surveillance, you should automatically assume that your residence will be placed under surveillance. Employing the assistance of neighbors to assist in the SD effort on your residence is critical. In fact, historically, 90% of suspect sightings fall into this category. This sets the stage for the second fundamental of SD: correlation.

The most common indicator of surveillance is identifiable correlation with the target. People whom are seen more than one time in close proximity to your residence or likely surveillance points, but leave immediately after you leave the area are an example of correlation. Another example of correlation is repeated sightings of the same people at different locations, without a ready explanation for why they would be in the same areas or locations as you. Seeing the guy from McDonald's at the bookstore may be coincidence. Running into him thirty minutes later in the grocery store parking lot is correlation, unless you live in a town too small to actually have a McDonald's. This is an absurd example, but it illustrates the point. Doctrinally, we see that about eight percent of suspect sightings are based solely on correlation.

The third fundamental of the SD effort is seeing—and noticing—the obvious mistake. While these are the “ideal” surveillance indicators; the ones we see in bad made-for-television spy thrillers, they are also predicated on correlation. Examples of “common” obvious mistakes by surveillance teams include, but may not be limited to, those listed in the box on the next page. One important thing to consider: in a failed state environment, outside of being targeted by government security forces, most surveillance efforts will not be mounted by professionals. Even in the case that they are government...that doesn't necessarily equal professional. Obvious mistakes only make up two percent of suspect sightings, but they are the give-me indicators that we should not overlook when they do occur.

When amateur surveillance efforts are being employed, the percentage of obvious mistakes noticed should rise exponentially. Unfortunately, most people that are the subjects of hostile surveillance efforts are either amateur themselves, or are victims of hubris who consider themselves outside the threat of hostile surveillance.

Examples of obvious mistakes that have provided indicators of surveillance efforts:

- vehicle parked in prohibited zones within potential surveillance points
- vehicles parked in the same spot for an extended time, with personnel sitting inside
- vehicles that stop or start as your vehicle moves
- vehicles that pass you and then stop for no apparent reason
- vehicles driving too fast or too slow, making erratic moves or sudden stops that correlate to your movements
- vehicles that go through intersections slowly, round corners slowly, or pokes its nose around a corner before withdrawing
- vehicles that signal a turn and then fail to execute
- vehicles that fail to signal a turn and then turn at the last minute
- vehicles that tail your through a red light
- flashing headlights or tail lights between vehicles
- any vehicle that maintains the same general distance from your even as you vary your speed
- vehicles that slow down and duck behind other vehicles when you slow down
- vehicles moving on a parallel street at roughly the same street as you
- vehicles apparently hiding in traffic, such as pulling out like they're going to pass, and then dropping back into place
- vehicles pausing in a traffic circle until you have exited
- vehicles closing in on you in heavy traffic, and then dropping back in lighter traffic

- vehicles stopping nearby when you stop briefly, or dropping people off when you stop, then continuing on when you continue
- persons that look away when you observe them
- people running towards you, or in the same direction as you
- persons hesitating or looking around as they enter a building you have entered
- anyone leaving or entering a building immediately after you
- pedestrians whose movement correlates to your dismounted movement
- people standing on the street or in lobbies reading magazines, newspapers, or using a cell phone for an inordinate amount of time
- vehicles parking, but no one getting out
- improperly dressed people for the context in which they appear (i.e. a dude in a suit walking into a small, rural grocery store)
- work crews in or near potential surveillance or attack points. Observe work vehicles, equipment, clothing, and boots for peculiarities
- anyone seen more than once in one chokepoint, or seen in multiple chokepoints

Identifying Surveillance Personnel

An individual can be seen in a potential surveillance location, their behavior and arrival/departure can apparently correlate to yours, and they can even seem to make an obvious mistake, and they could STILL not be part of a surveillance effort. It's only when we see these things happen multiple times—and our intelligence effort has indicated a credible threat—that we should begin considering that any given individual is part of a surveillance effort.

In order to identify that we've seen someone before—especially in an urban area where we see a metric fuck-ton of people, we need a quick and dirty method of recognizing someone that we've seen before. We cannot possibly remember every single individual that we see, so we focus our efforts on people that trigger our alert buttons, by somehow tripping one or more of the three fundamental SD triggers: location, correlation, and obvious mistake.

The key to remembering and recognizing individuals is to “start at the top of their head and work down, and start with the general and remember as many specifics as you can manage.”

The general identifiers include obvious things like sex, race or ethnic background, and general age range. Of course, those are insufficient by themselves. How many white males in their late 20s to early 30s do you see in a day? On the other hand, they COULD be sufficient in themselves. My county has a total of about five black people. Chances are, if I see one of them tripping SD triggers, that's all I need to remember if I see them again later, right?

For most of us however, we can then move on to more specific indicators:

- hair color, length and/or style
- general face shape and facial hair (clean shaved, mustache, goatee, groomed beard, full beard?)
- general physical build (skinny, athletic-slender, medium, athletic-general, large, fat, athletic-muscular?)
- gait peculiarities (do they limp, are they a fast walker, slow walker?)

- any other noticeable fixed characteristics?
- Changeable features like glasses clothing, or “fashion accessories” that they may not have time or inclination to change. Are they wearing a specific type of belt? Shoes? Are they wearing a ball cap with a logo on it?

Identifying Surveillance Vehicles

Like personnel, positively identifying a vehicle as part of a surveillance effort requires seeing it more than once under otherwise suspicious circumstances—especially for a solo SD effort. Unless you're a car aficionado however—I'm not, for the record—remembering specific cars, well enough to remember them, requires training and concerted effort. I'm actually frighteningly good at it, but only because I've specifically trained myself to do so, using the following framework, while utilizing the methods outlined in the description of KIM Games that ends this chapter:

- The first identifier I look at is color. Is it an unusual or readily identifiable color? Is there something about the color that makes the vehicle stand out?
- Can I identify the year, make, and model of the vehicle? Generally, I'd be lucky if I could identify the decade that a particular vehicle was built, but I'm pretty good at recognizing makes. Unless it is a pickup or SUV—or a particularly identifiable model like a Camaro or Mustang—I can't tell you the model of damned near any vehicles.
- The body style is a lot easier to notice and remember however. If it's a car, is it a two-door, four-door, or a hatchback? Is it a hard top or a convertible? If it's a pickup, is it a standard, extended, or crew cab model? Is it a ¼, ½, ¾, or one-ton? If it's an SUV, there's about a ninety-percent chance I can identify not only its make but also the model but I still want to remember if it was a two-door or four-door version.
- Are there any visible characteristics or oddities that make the vehicle stand out? Bumper stickers are an obvious one here. I ALWAYS notice gun or military-related bumper and window stickers. Less obvious oddities though could include body damage or a visible scratch, specific cracks in the windshield, or even a custom/after-market bumper or grill guard. Those gay-as-fuck blue headlights that the idiots like to put on their cars also draw attention.
- Finally, I notice license plates. Specifically, what state the plates are from, and if they are a special issue plate. I've traveled around the country enough, I can generally recognize what state a license plate is from, as long as it's one of the four or five most commonly issued in that state. The LAST thing I look for to remember a specific vehicle is the actual license plate number, unless its a vanity plate, or a HAM radio call sign plate. Both of those will draw my immediate attention, and serve as key identifiers, even if I don't remember the specific number or letter combination until I see it again. In a truly dedicated SD effort though, I will take the time to try and record as much of the license plate number as possible.

Learning to Remember

One of the single best tools available to us for learning to quickly and effectively observe details and remember them is the KIM game. Contrary to a popular myth, the name of this game does not originate as an acronym standing for “Keep In Mind.” On the contrary, it comes from the Rudyard Kipling novel **Kim**. In the novel, a young half-caste Irish-Indian (red dot and curry type, not pemmican and feathers in the hair type) boy is groomed as a British spy in India by the British East India Company.

A variation of the KIM Game, as we know it, is used by his mentors in the story, to train young Kim to

remember and recall what he observes during his adventures. British Lord General Robert Baden-Powell, founder of the International Boy Scout movement, described the game in his early book for Boy Scouts titled **Scouting Games**. It is now considered a basic training exercise for military snipers as well as other reconnaissance and surveillance personnel. It is an important training exercise that every underground partisan should practice regularly, both for surveillance detection purposes, as well as for better intelligence information collection efforts.

KIM Games

Set-Up: *On a large table, place 5-10 different items (specifically, in the military, we use “items of military significance,” and the numbers can increase with experience of the participants), and cover them with a sheet.*

Execution: *Inform participants that they will have a set amount of time (2-5 minutes generally) to observe the objects on the table. They will NOT be allowed to take written notes. They should focus on taking particular note about each item, specifically: “appears to be, color, condition, shape, and size” before moving on to specific details. They should attempt to remember as much as possible about as many items as possible, before the time elapses.*

At the end of the specified time, recover the items on the table, and instruct the participants to return to their seats. Allow them the same amount of time they had to observe the items, to write down everything they can recall about what they saw. At the end of their note-taking time, begin questioning them about what they saw. They should strive to remember as much detail as possible about the items on the table.

For the best results, increase the specificity of the questions. You might start with “what type of rifle was on the table?” and move to “what type of optic was on the rifle?” before moving to “what was the serial number of the rifle?” (This one is particularly fun, if the rifle was placed so that the serial number was not visible. The correct answer of course, is to point that out, but generally you’ll get at least a few participants who will try and make shit up..

You can increase the difficulty of the KIM Game by changing the parameters. These can range from making participants wait for several minutes before allowing them to begin writing down their notes, to making them perform physical exercise before letting them take notes. Alternatively, you can simply not allow them to take notes.

The hardest variation—and the most useful—I’ve personally experienced was not being allowed to write down my recollections, AND being required to conduct physically challenging exercise before being questioned about my observations!

Conclusions

Americans are the quintessential vehicle-based culture. Acknowledging that leads us to the obvious realization that most people are going to do everything in their power to hang on to their vehicles, and continue driving, even in the face of the accelerating collapse of our social systems. This means we need to recognize the importance of training in methods of dealing with situations common to hostile environments that take our vehicles into account.

Most of these are really just variations or adaptations of, dismounted infantry patrolling techniques. Once you’ve mastered the basic tasks of dismounted infantry patrolling, detailed in Volume One, adding vehicles into the mix requires very little tweaking to make the leap into the 20th century. Making these tweaks is critical however, because of the peculiarities that vehicles do bring to the situation.

Chapter Seven Going Guerrilla in Gotham

“Then Sir, we will give them the bayonet!” --BG Thomas “Stonewall” Jackson, CSA

Traditionally, resistance insurgent operations in urban areas have focused on assassinations and sabotage and subversion attacks, with most “direct-action” attacks taking place largely in the rural environment, taking advantage of Mao Tse-Tung's admonition to “be fish in the sea.” This has left close-quarters battle (CQB) in built-up areas as the responsibility of large conventional force assets in total war conditions like the Battle of Stalingrad, or the slug fest between US and NVA forces in He City. Other CQB-related operations have been limited to assassinations and hostage-taking/kidnapping by underground and terrorist organizations, and advanced CQB techniques used by counterterrorist forces to counter those threats.

Here's an interesting secret for you: by far, the vast majority of Americans live and work in a building of some sort! That makes for a metric fuck-ton of buildings in this country. Whether you have to clear and secure a structure, to push out a hostile threat in your community, or you are simply fighting your way through a built-up area to get home or away from home, the possibilities are great that the underground partisan group may find themselves fighting in built-up areas. We talk a lot about CQB methods, and how horrible and difficult fighting in built-up areas is. The fact is, fighting in built-up areas IS one of the most challenging and dangerous combat operations that a military or paramilitary force can conduct.

As an operational environment, it is not only realistic, but in fact imperative, to view every single building and object as both a target and a barrier, as well as a place of cover and concealment for both hostile and friendly forces, as well as noncombatant bystanders. We are forced to face the reality of constrained movement corridors that limit our options for evading contact and enemy fires, as well as curtailing our communications and command-and-control (C2) options.

Even in relatively spread out suburban neighborhoods, you have to face the issue of all the small sheds, alleys, blind corners, shrubbery and bushes, and all the window and doorway vantage points that could potentially be hiding enemy marksmen, as we cross open streets. It really is the most complex battle space environment that you will ever face. This complexity however, actually offers a significant advantage of the well-trained, disciplined irregular partisan force, against most threats they will face in a failing-state environment. This is specifically BECAUSE it makes skill, preparation, conditioning, and individual initiative—at the individual and the team level—the legitimate deciding factors that separate victory from abject failure...and death.

Well-trained and disciplined is of course, the key phrase in that sentence. Entering a building, with

multiple levels and layers of space, means that sectors of fire change from room-to-room and floor-to-floor, exponentially increasing the potential for catastrophic confusion if TTP are not adequately understood and mastered, as a result of improper or insufficient training. A lack of proper training and discipline significantly increases the potential for fratricide in both training and real life. Further complicating matters, the expected presence of noncombatants has to be factored in to the equation, making positive target identification absolutely critical in combat operations in built-up areas.

Amateurs with half-assed training can take down a meth house full of tweakers. Too blown out of their minds to shoot straight—if they bother using a weapon at all—even in their hyped-up mental and physical state, they don't pose a real threat to anyone willing to shoot and able to punch rounds center-of-mass. When you're facing a hostile force in that building who has the will to resist however, the odds jump rapidly against any but extremely well-trained clearing teams. This precludes the use of simplistic methods to fighting in built-up areas such as those outlined and described as doctrine in the 1979 edition of **FM 90-10 Military Operations on Urban Terrain (MOU)**, or even the 1995 supplemental update **FM 90-10-1 An Infantryman's Guide to Military Operations on Urban Terrain**.

In fact, even the “Advanced Military Operations on Urban Terrain (AMOUT)” I learned as a young Ranger 20 years ago, and the CQB methods that were doctrinal for specially selected SOF elements through the 1990s, have been proven insufficient in the 13 years of the GWOT. Despite the greater training liabilities required, we are forced to look to an even higher performance standard for the underground partisan force. Newer methods that have been pioneered and tested by SOF forces over the last decade, have proven far more cost-effective—and just generally more effective—for both SOF and conventional forces, when the threat is willing to actively resist.

Considering the fact that we all live and work in houses, even those of us that don't live in large urban areas had better be considering the critical importance of mastering basic room clearing TTP for CQB. Unless you plan on laying siege to every apparently uninhabited structure you come across, you WILL need to “clear” buildings and rooms!!!

A lot of guys who came up using the same “corners-of-domination” and “strong wall” methods of room-clearing that I learned as a young guy, look at the old method and say, “this worked really well for us! Why change it?” I had that response when I was initially exposed to it.

The problem is, the old method really doesn't work particularly well, outside of some particularly limited scenarios.

The old method works well, if:

- you have an extremely well-trained assault force that has the opportunity to practice their techniques constantly
- you have a large follow-on force to fill holes as you clear rooms and structures
- you have at least twelve men, to clear a multiple room structure, and that's being overly generous, leaving four guys outside to pull security, while the other eight clear the building. It

also assumes zero casualties

- you have flash-bangs or fragmentation grenades to “prep” the room for entry
- you're not up against a particularly dedicated threat(s)
- you have a large enough personnel replacement train, that losses don't severely impact your ability to continue to fight

The “new” method actually reduces the need for all of these, and still manages to adhere to the basic fundamentals of CQB that we've recognized for decades.

- It requires individual proficiency with the weapon, and a basic grasp of using angles. The basic techniques can be mastered to a functional level in a shorter period of time
- Since it requires only two men to clear each room, and they are really not very exposed while doing so, a four-man element can theoretically clear a multiple-room structure. If a casualty is incurred, he is outside of the room or building, and can be extricated easily
- It doesn't require diversionary devices
- it works just fine, regardless of the severity of the threat inside the room. They can try shooting through walls, but as we'll see, since you're not stuck in a stationary stack, you're actually safer
- it is a much safer method of clearance, for everyone involved, so there is significantly less risk of death to the individual shooters

A History of My Transition to the New Method

A little over a year ago, a SOF veteran friend of mine who is an OGA (Other Government Agency...it's a cool-guy name for the CIA) contractor in Iraq and Afghanistan was sitting at my house, and we were discussing CQB, TC3, and a bunch of other related material. He mentioned a “two-man clearing method” that he and all the other OGA and JSOC “cool kids” were using.

He started running me through some of it dry-fire, but we'd both had entirely too much to drink for it to sink in. I managed to retain most of what he discussed, despite having imbibed entirely too much mead, and started playing with it some, in my head, on paper, and wargaming it with some of my local network. I liked what it was, but was having some troubles overcoming some intellectual issues I had with it (admittedly, mostly cognitive biases based on my mastery of the old methods). Then, probably six months before I started Volume Two, a friend who had used both the old method, and a version of the methods illustrated and outlined here, in Iraq, mentioned it in passing. Taking advantage of his accessibility, I began picking his brain, and between his answers, and further extrapolation based on experience, got the answers I'm sharing here.

In a nutshell, I am 100% sold on this method. While it seems like there HAVE to be drawbacks to it, I can't find any—especially in our context—that are not firmly rooted in myopic preference for what I grew up with.

Fundamentals of CQB

As with any operation, an assault taking place in a built-up area must be planned with skill and care. The underlying principles and fundamental concepts of CQB and room-clearing haven't changed. They still need to be observed and adhered to, in order to expect success. From external movement to and/or between buildings, to breaching an entry point, and movement within the structure, the fundamental concepts and principles remain the same.

Principles of Combat and CQB

The same underlying principles of combat that ensure success for the small unit in general combat encounters are critical to success in CQB. These are speed, surprise, and violence of action. The catch is, the new method is actually superior to the older method at providing all of these, while being simpler to learn and master.

The first is speed. Speed in CQB acts as security. It allows the clearing team to beat the enemy to the punch, getting the first shot off. Unlike the traditional “corners-of-domination” method, the newer method (which, I should point out, has no official, doctrinal name, according to a senior NCO friend who is helping rewrite light infantry doctrine at Ft Benning, GA currently) doesn't force you to out-think the enemy as you're charging into a potentially fortified room or building. By pie-ing the corners of the entry point, you get to see the enemy before he sees you, giving yourself an edge.

This also gives you the second element: surprise. One of the great drawbacks to the old method was, once the breach happened, even if you used a diversionary device, the bad guys KNEW where you were coming from, and all they had to do was dump rounds through the door as you came through. With the new method, the enemy doesn't know exactly where you are, or when he will see you, until he's staring down your muzzle, as it peeks around the door, with your eye behind the optic above it.

The importance of surprise as the key to victory for the small-unit element cannot be overemphasized. It truly is the key to any successful assault, because it ensures that the assault team is the force with the advantage of preparedness on their side when the time comes to squeeze the trigger. The new method provides that, far better than the older method did.

The final element, violence-of-action (VoA), is often misunderstood. We used to cite it as “the sudden and explosive introduction of physical force into an environment that eliminates a threat before it has a chance to recover and counter.” The problem is, this was inadequate. I can get that effect by jumping through the door and sweeping the entire room, with a full-automatic weapon. What we need is controlled VoA, that allows us to terminate any threats in the room—effectively—as soon as possible.

The new method provides controlled VoA that, when coupled with the speed and surprise offered, allows the clearing team to maintain the element of surprise throughout the entire building clearance process, from initial entry breach, through the entire building being secured, while preventing even a fearless enemy from mounting an effective defense or counterattack.

VoA has never been about a simple barrage of overwhelming firepower. More than the application of firepower, VoA is the mindset of the individuals who make up the clearing teams. This mindset must be one of complete confidence and utter control of the situation. The rapid, but completely controlled nature of the new method provides that exponentially better than the controlled chaos of the older method.

Fundamental Concepts of CQB

Like the basic principles, the new method does not “throw away” the fundamental concepts of CQB. These are the concepts that allow the entry/clearing team to effectively approach, enter, and dominate the situation, while minimizing the risk of physical danger to themselves, noncombatants, and other members of their organization. The difference is, the new method does all of this—considerably better than the older method.

- Dominate the room. Unlike the old method that required hauling ass to get through, and out of, the “fatal funnel,” the new method allows you to dominate the entire room, including the fatal funnel, before you ever even commit to entering the room. This is achieved through the application of accurate fire. Since you get to shoot from a basically static position, you’ll actually be able to dominate the room even more effectively—and faster—than using the corners-of-domination, since you’re not trying to haul ass, at the same time you’re trying to shoot—and avoid getting shot.
- Eliminate all threats. The entry/clearing team must eliminate any threats as quickly and effectively as possible. This is accomplished through the use of accurate discrimination fire, before the team members even enter the room. Since they get to shoot from basically stationary positions, they can be even more effective in getting solid hits.

Regardless of previous intelligence information provided, the underground action cell must operate under the assumption that it is possible there will be noncombatant bystanders in the room/building. One of the great drawbacks discovered about the older method was that in real-world, high-risk situations, all too often, the cognitive demands of threat discrimination resulted in good guys shooting too slow, resulting in dead good guys—assault team members or hostages. The fast, but deliberate shooting made possible by the new method overcomes this, while still allowing for rapid elimination of all threats in the room.

We used to teach that hostile targets within the room could be identified through the use of three basic criteria. That still applies. The difference is, now we actually have time to do so, because our brains aren’t forced to task-stack and task-switch quite so fast, since we’re not trying to move through a room, and identify threat v. no-threat, and shoot...all at the same time.

The nebulous nature of UW, combined with the political requirements to positively identify hostiles before engaging them with lethal force, to preclude negligent or accidental killing of noncombatants, makes the use of CQB for the underground cell extremely hazardous for the entry/clearing team. With the old method, if positive identification of a threat wasn’t possible, we had to go hands-on with them. In the new method, we get to take an extra half-second if necessary, to achieve that, without having to go hands-on. It’s a win-win, all the way around.

- Control the Situation/Personnel. This is achieved by ensuring that all resistance inside the room is quelled, and all commands given by the assaulting element are followed—not only by the enemy, but by noncombatants in the room as well. Unlike the old method, that often required us to physically contain and control noncombatants, the newer method reduces the need for this, by eliminating the threats in the room—thus separating hostile combatants from noncombatants—before you even cross the threshold into the room.

- Search the Dead/Secure all Detainees. Within the parameters of your SOP, you should search any enemy KIA, before exiting the structure. The “eye thump” method should be used to ensure that any dead people are—in fact—deceased. Anyone in the room who is not a member of the assault/clearing team—or dead—should be secured, silenced, segregated, and then safeguarded. With the old method, this meant the actual entry team had to stay in the room, and let the next clearing team bypass them, so they could move into the next room, while detainees were secured. With the newer method, as soon as the clearing team moves into the room (detailed later in this chapter), the follow-on part of the clearing team can follow them in and start securing people, as the clearing team continues, commencing the clear of the next room.
- Search the Room. If appropriate, follow-on elements can also be used to search the room and structure. Because of the limited manpower requirements of the newer method, even if you only have an 8-12 man cell working, they can accomplish this, even as the clearing teams are continuing to clear the rest of the structure.

Evacuate Personnel. This is done whenever there is equipment or personnel that needs to be extracted from the structure. This can range from rescued personnel or casualties, to captured equipment. Like the other tasks, the newer method allows this to be done by a smaller element, even as the clearing teams are still working.

Identify Threat v. No-Threat

There are three basic criteria that can be used to identify hostiles within the room/building:

1. General appearance and demeanor: *Facial expression alone is not adequate to positively identify an aggressor. Especially in non-allied communities, even the locals might think you're a dick, because you're kicking in their doors, pointing a gun at their face. Be alert though, for threatening gestures or actions. Use of deadly force is legitimate at a time that you feel like your life—or the lives of your team mates—is in danger. Threatening gestures can range from drawing a weapon, or pointing a weapon at you or a partner, or even charging an assault team member with the intent of engaging him in physical combat.*

It is imperative though, to recognize that in some situations, it is possible—and even likely—that noncombatants may panic and seem to be rushing the assault team—with the apparent intent to engage them—when all they're really doing is trying to escape the room. In such circumstances, we

2. Look at his hands! *A weapon in an individual's hands—who is apparently acting aggressively towards the assault team—is one positive method of identifying a target as a threat, justifying deadly force. Weapons may include firearms, knives, clubs or impact weapons, or any other improvised weapon that can cause death or serious bodily harm.*

While there will undoubtedly be negative political repercussions for face shooting a 16 year old fucker with a screwdriver who was not actually a member of the hostile threat group, that can actually be overcome...if you survive. It's not the same as face shooting an unarmed sixteen year old with testosterone poisoning.

Finally, if possible, the best way is to

3. Positively identify the threat: *With adequate intelligence collection and analytical effort, identification of hostile threats can be predicated on methods of positive recognition of key identifiers. In some cases, this may be the wear of a certain distinguishing uniform, or uniform pieces of clothing, such as gang colors. At other times, it may even be through the use of facial recognition, if the intelligence effort has managed to get photographs of the hostile actors.*

One of the great drawbacks of most close-quarters marksmanship and close-quarters battle training that takes place in this

country, is the gross oversimplification of discrimination shooting. The simple use of a shoot-no shoot target with a gun or knife, hands up, or other too obvious identifiers does absolutely nothing to help shooters develop cognitive speeds needed for combat shooting at close-quarters. In Volume One of *The Reluctant Partisan*, and in the *Combat Rifle POI* for this volume, I've included what I feel is—outside of force-on-force (FoF) training—the single best drill available for developing faster cognitive processes in discrimination shooting. The PRA 1-5, otherwise known as the “Mosby Motherfucker Drill,” was specifically engineered to force you to think your way through complex shooting problems, like shoot-no shoot, in a progressively faster manner.

Exterior Movement Techniques

Like all movement in military or paramilitary operations, exterior movement in built-up areas is governed by METT-TC factors, including the mission parameters and restrictions, OCOKA factors, lighting conditions, and the friendly and enemy force situations. Broadly speaking however, variations of bonding overwatch will be the default choice of movement technique for external movement to the point-of-entry. This facilitates utilization of the most basic principle of patrolling—security—throughout the approach to the entry point.

One thing that is often overlooked about the new method of CQB is that the same methods used to clear a hallway—which are really the same methods used to clear a room—can be used to clear a street or alley, en route to the entry point of any target building. With wider, more open areas that need to be traversed, such as wide boulevards and park-like areas, basic movement techniques of vehicle-mounted or dismounted patrolling may be utilized effectively.

As the entry/clearing team approaches the entry point, they need to be prepared for the breach, if it is necessary.

The Almighty “Stack”

The “stack” as a method of preparing for a contested building entry was a cool technique. It had a realistically effective shelf life of about ten fucking minutes. Seriously, the stack is one of those techniques that should have been abolished about 10-15 minutes after the genius that developed it did so.

It works just fine, if the guy inside is more scared than aggressive, but as every survivalist in America apparently knows—and lots of Jihadis figured out early in the GWOT—if you want to ruin an entry team's weak, just wait until they hit the stack, and start dumping rounds through the walls on both sides of the door at knee height.

Even in a best-case scenario, it leads to the loss of surprise as four guys of an entry team start clomping around on a porch, or bang weapons and equipment into the walls of the structure.

Fortunately, the new method fundamentally does away with the stack.

As the actual two-man clearing team approaches the entry point—assuming the door is closed—they will not “stack” to either side of the door, like we used to teach. Instead, they carefully—quietly—take positions on opposite sides of the door. Whichever man is the designated breacher, should move to—or stop on—the side of the door that team/cell SOP demands performing the breach that will be used (see the section below on breaching). As soon as the clearing team reaches the entry point, the breacher begins his breach (just as an FYI, that I learned the hard way once—try just opening the fucking door. Unless you KNOW it is secured shut, you'd be surprised how often this is all that is necessary), while

his partner pulls security on the door itself. The security element who has not approached the entry point yet, can provide security for other possible firing positions like windows, the roof top, and other doors.

Basic Breaching

There are three fundamental methods of breaching a secured entry into a building or room. These include explosive breaching, ballistic breaching, and mechanic breaching.¹ Explosive breaching is a relatively specialized subject that nobody should be fucking around with, sans expert instruction. Even with expert instruction, there's a solid enough chance of fucking it up and killing yourself—if you could even get the requisite materials—that I'm not interested in covering it. Especially, considering that I'm not any sort of expert in explosive breaching.

We will cover basic ballistic breaching with the shotgun, because it is among the most accessible means of rapidly breaching moderately hardened entry points such as locked and deadbolt-secured residential doors and light industrial doors. We'll discuss a couple different methods of mechanical breaching, including the use of the sledgehammer and the use of the crowbar or Halligan tool. Like the shotgun, these are commonly available tools that are economical enough to be within the reach of most survivalists and underground partisans....Hell, most of us already own a shotgun, a sledgehammer, and a crowbar!

Breaching is an integral part of CQB, and cannot be overlooked in developing a training and employment plan. Between ballistic breaching with the shotgun, and mechanical breaching, you'll have the ability to breach most barriers you will face, outside of specifically hardened structure doors.

Shotgun Breaching

Shotgun breaching is really only practical with a short-barreled shotgun. Loads can range from normal 00 buckshot to breaching-specific loads like Shok-Locks and Lock-Busters. These last two are simply powdered lead or sand, encapsulated in a rubber or plastic wadding, in place of the normal shot or slug of a shotgun round. The advantage of the breaching-specific rounds is that the energy of the round is dissipated as the projectile material destroys the locking mechanism of the door. This reduces the chance of injury to noncombatant personnel who may be inside the room, from potential overpenetration by individual pellets of standard shot.

Mechanical Breaching

Mechanical breaching is the use of forced-entry methods that involve tools such as the fireman's Halligan Tool, a sledgehammer or fireman's ax, or a crowbar. The simplest breach in contemporary residential and light industrial doors will be the use of the sledgehammer to simply “blow” the locking mechanism out. A well-aimed blow, landing directly on the face of the door knob and/or deadbolt locking mechanism, will—literally—punch the entire locking mechanism clean through the door.

The second best method will be the use of the Halligan tool, or a crow bar, to wedge an opening between the frame and the door itself, before prying the door open. This method is considerably more time consuming than the sledgehammer or ballistic breaching methods, leading to increased exposure

1 SOF operations in GWOT have also introduced the use of circular saws with cut-off wheels for breaching, and the use of plasma torches for breaching steel vault-type doors on terrorist compounds in Iraq and Afghanistan. I have exactly zero experience with either method however, so I'll pass on commentary on either.

for the breacher, and a reduction in the element of surprise for the entry/clearing team. It is an undesirable method for conducting a forced breach, because of this, but it is a viable method when nothing else is available (such as a locked door with no visible exposure to the locking mechanisms from the outside), or if you are reasonably certain that the entry will be uncontested.

Task: Conduct a Shotgun Breach

Conditions: Give an individual entry/clearing team member tasked with the breacher duty, who is equipped with a normal fighting load, appropriate with appropriate personal protective equipment (PPE) including eye protection, hearing protection, gloves, and a pump shotgun with a 14-18" barrel.

Standards: Individual breachers should be able to demonstrate the ability to breach any suitable door, with the shotgun, using locking mechanism or hinge breach method.

Performance Standards:

- Breacher does not stand directly in front of the door.
- Breacher places the butt of the shotgun into the pocket of the shoulder, with the muzzle $\frac{1}{2}$ -1 inch away from the surface of the door.
- If conducting a locking mechanism breach, the shotgun is aimed downward at less than a 45-degree angle, between the door knob—or deadbolt face—and the door frame. The breacher fires once, cycles the action, and fires again. Two shots should always be fired, unless the situation demands more. If the door has a deadbolt lock, the same action should be repeated for the deadbolt and the doorknob locking mechanisms.
- If conducting a hinge breach, two shots are needed per hinge. This requires a minimum of six rounds total, for most standard doors that are mounted in accordance with building codes.
- In either case, once the shotgun has been used to breach the lock(s) or hinges, the breacher aggressively kicks or pulls the door open rapidly. The breacher brings to muzzle of the shotgun to the high-ready position to clear the door for the #1 man to begin his sweep/pie maneuver, and pivots away from the door as he drops the shotgun to its sling-mounted position and transitions to his primary weapon and conducts his own sweep/pie.

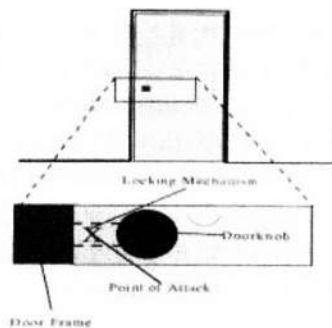


Figure 5-1. Front view of locking mechanism.

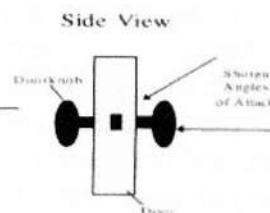


Figure 5-2. Side view of locking mechanism.

Illustration of aiming points for locking mechanism ballistic breach.
Illustration is taken from US Army Special Text ST 31-20-6-1 Close
Quarters Combat, 1993

Another method of mechanical breaching that works reasonably well—certainly better than the pry-bar method of opening a door breach—if possible, is a window breach. Ground level windows can provide an alternative to entering through a door, which may be more heavily secured or booby-trapped. Additionally, if adequate surveillance and reconnaissance is possible, prior to the breaching attempt, this method can actually allow the entry/clearing team to gain an uncontested foothold inside the building, if the entry is made into an unoccupied room.

A window breach can be conducted with a rifle barrel, crowbar or Halligan tool, or a sledgehammer. Simply punch the working end of whatever tool is used, through the glass of the window, and rake along all edges of the window, clearing all glass from the frame. Unlike the older method, which required the use of a diversionary device to facilitate effective use of a window breach, using the new method, the room can be effectively cleared from outside of the window before even beginning to actually breach the window.

The final method of mechanical breaching to be considered is one that has gained a great deal of popularity for silent breaching within the SOF community during the GWOT, is the use of lock pick bypass methods. A set of Bogota picks weighs less than an ounce, and—with training—can provide a stealthy, surreptitious means of breaching an entry point without alerting personnel inside the structure, or inside neighboring or nearby structures, without compromising the security of the entry/clearing team. Under many circumstances, assuming adequately trained breachers, with lock pick tools, this method of breaching an obstacle can provide the entry/clearing team the maximum amount of surprise to leverage on the enemy. Unfortunately, I'm a shitty lock-pick, so you're not going to get any practicable instruction on the subject from me.

Room Clearing 101

The older method of CQB required a four-man entry clearing team to be most effective, and was a very closely choreographed ballet of gunfighters, moving at high speed, in close proximity. While CQB is inherently dangerous, the older method of CQB actually made this even more dangerous, because of the speed required, combined with the stress of trying to quickly identify moving targets in a small environment, and shoot accurately and fast, while moving.

While the newer method of clearing does potentially require the ability to shoot while moving, it reduces all of the dangers that can be reduced, as much as practicably possible. There is no rush to clear the fatal funnel, and while the sweep from the entry point, as the shooters pie the room, does occur very rapidly, if a target is identified, the shooter can actually stop moving long enough to take the necessary shots. This increases the safety exponentially. You've reduced the number of shooters required, thus reducing the "crowding" issues, and because there is so little task-switching/task-stacking that has to go on, the shooters can focus solely on target identification and engagement, further reducing the chances of error. Since neither shooter involved is moving "in front" of the other shooter, the chances of resultant fratricide are greatly reduced.

The newer method of CQB/room clearing utilizes the age-old technique of slicing the pie to basically "pre-clear" the room before the entry is made.

The "trick" to this method—if in fact, you can call it a "trick" at all—is that the two shooters need to pie the entire available range of visibility from the doorway, without sticking their muzzles through the door. The first thing of either shooter that anyone inside the room should be able to see is the muzzle of their rifle, with an eye over the top of it, looking through an optic.

Unlike the older "corners-of-domination" method, this technique also works remarkably well for very large structures, like barns or machine shops and industrial warehouses. Whatever imagined equality it holds with the older method, it offers a significant advantage in situations like these, that offer long lines-of-sight, from the entry point, because you can shoot the length or width of the building, without ever entering the room. If you lack experience, this is the best method for you to start learning. If you

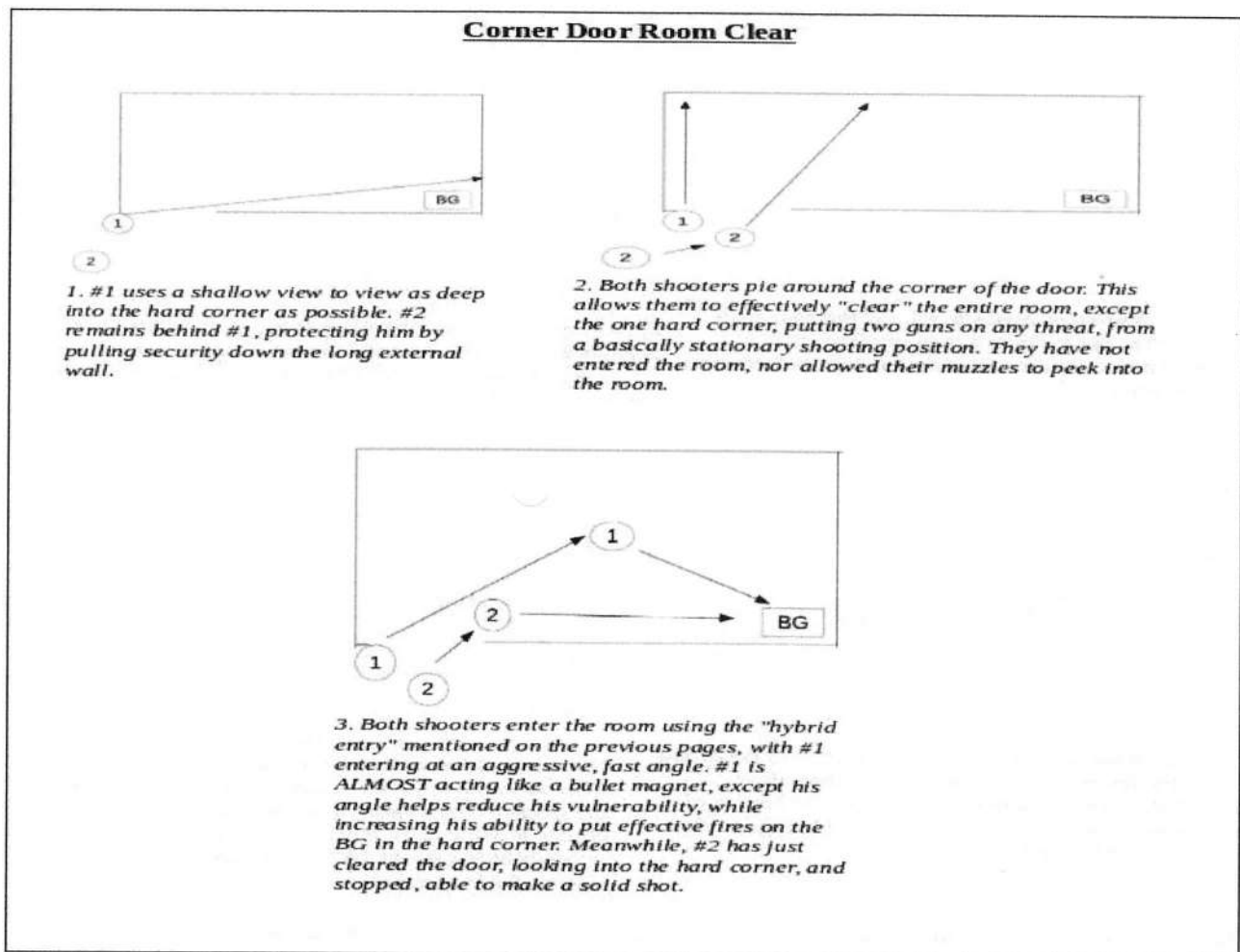
have a lot of experience with the older method, I suggest playing with this method—just a little bit will get it done—and war game it. The advantages will be obvious.

Once the shooters are in the room and have dealt with any immediate threats hidden by the hard corners, they now have the ability to tighten up on any deep clear problems like spaces hidden by furniture or closet doors, etc.

In the event of open doors into adjacent rooms or hallways, slicing the pie in this manner allows you to effectively clear most of the potential threats from there before even entering the first room.

The Final Entry

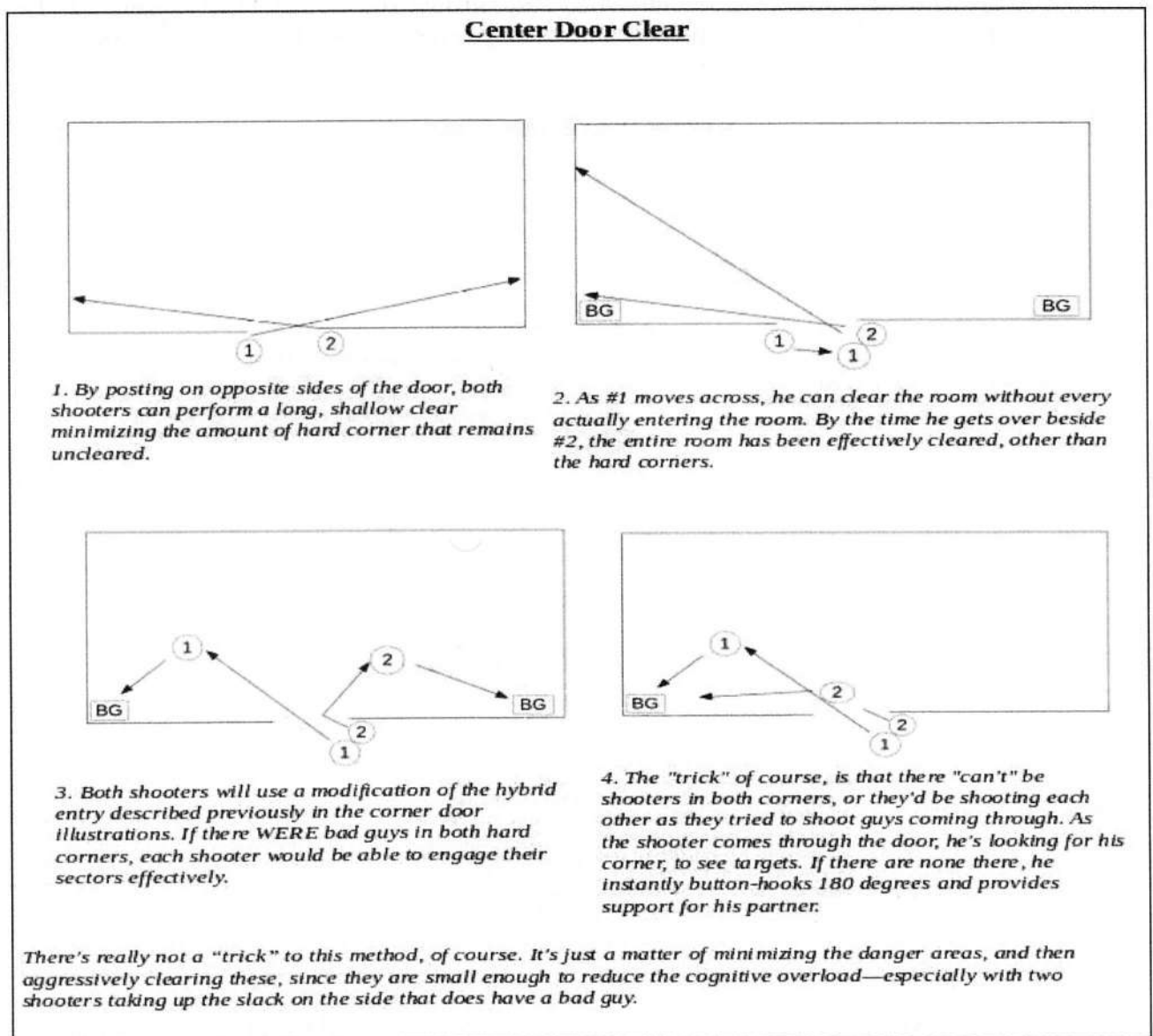
Ultimately, you're going to have to enter the room to ensure that it is clear. Between furniture blocking your line-of-sight, hard corners that the pie-the-corner just won't let you see into deep enough, and the presence of "deep clear problems" like closets and alcoves, you have to physically enter the room, at some point.



A lot of research and experimentation, both in training and in the real-world has gone into the best methods to achieve this. A study published in 2014 by two researchers from the Texas State University School of Criminal Justice, J. Pete Blair, and M. Hunter Martaindale, titled **Evaluating Police Tactics** :

An Empirical Assessment of Room Entry Techniques went to great length describing and evaluating the survivability of different room entry techniques using both the older methods and these “newer” methods (they’re only new to the military. LEO have used them for decades, in different contexts). Their research settled on a method that they called the “hybrid method,” since it was a combination of the methods used in two different previous methods.

During the actual entry, the #1 man's movement, diagonally, towards the corner, provides him the benefits of lateral movement, slowing down and degrading the opponent's marksmanship. At the same time, it increases his own marksmanship, by bringing him closer to the target. At first glance, this sounds resoundingly like an oxymoron. We don't get to have our cake and eat it too. A metric shit-ton force-on-force training—and real-world experience, over the last decade—have amply demonstrated however, that it simply does seem to work this way.



Addressing the “Drawbacks”

I've had a couple of friends that grew up running “corners-of-domination” like me, that, when I've discussed and demonstrated these methods, have tried to come up with drawbacks to it. Some of the most common include the time required to slice the pie, and the fact that you're doing that, after you've announced your presence, with a breach. Then, of course, there is the fall-back, “they'll shoot you through wall!

On the first hand, it doesn't matter if we've told them we're coming. Unlike the older method entry, that required charging into and through, the fatal funnel, we're not entering it at all. The first chance they should be getting to see where we are is when we're engaging them for the first time. Unlike the older method though, now we're engaging them from a basically stationary position, meaning we can shoot more accurately, faster.

It does take time to slice the pie, but done properly—which translates as “as fast as possible, while still doing it right”—it actually takes less time to get two guns on all of the room, except the hard corners, than piling through the door does. This is not the slicing the pie technique you watched in 1970 and 1980 era cop movies. We're still moving fast, we're just stopping to shoot, if we see someone. It shouldn't take more than a second or two, to completely clear the room—other than the hard corners. Realistically, a well-trained pair of shooters should be able to clear all the way to the entry, in less than six seconds, assuming they don't have to shoot a dozen fuckers in the room. Including the hard corner clear, it's entirely possible to clear the room in less than 8-10 seconds. In real-world situations, it might take a couple seconds longer, with the addition of furniture and the other detritus of life, but it IS quantifiably faster than the older method.

Again, there's nothing magic about this method of “pre-clearance” or “shallow clearing.” It is simply a method that works—well—with a reduced threat of danger to the clearing team. The same methods work just as well for hallways, stairwells, and any other “blind” space.

Put it to the Test

One of the guys who introduced me to the new method sent me the photo below, It's a drill/test, that is used to effectively illustrate the efficacy of the newer method. If you're stuck on the old method, try this drill—using both methods—using a timer to quantify your results...

3D Drill: Example Set Up
(Detect, Decide, Decisively engage)

SET UP:

- 3 targets total 2-7 meters away, none obstruct others
- 1-3 no shoots
- 1-2 shoots
- Can include a hostage/ hostage taker as a “shoot”
- Hostage taker gets 1 shot in head
- Other threats get at least 2 shots (no misses, 1 in “A” zone)

SCORING:

- Start with gun in ready position
- On buzzer, turn and clear room
- First shot within 3 seconds
- Shots ended within 6 seconds
- Shots on threats should be rapid, you can give them 1 second to fire 2-3 shots if you want
- No misses, no innocents shot, go/no-go score

Defending the Structure

One question that I get asked a lot is “John, this is cool, but...how do I defend against the clearing teams?” It’s a legitimate question, of course, since we’re more interested in not having people with guns come into our houses after our families than we are in going into other people’s houses after their families.

My answer to this is two-part. First of all, master the methods of room-clearing. If you don’t have the time or inclination to master them, at a minimum, you need to learn them well enough to develop a journeyman’s level of ability with at least one method of room-clearing. This will allow you to understand the strengths and weaknesses of room-clearing techniques, which will prove the truth of the second part...

**You cannot beat a trained, organized, disciplined clearing team. Period.
Full-stop, end-of-story. It’s just not going to happen.**

The “cool guy” survivalist answer of course, revolves around “I’ll just dump thirty-caliber rounds through the wall!” While this will work, temporarily, to stop the immediate clearing team, we saw how well this worked twenty-some odd years ago, when ATF agents attempted a raid on the Branch Davidian compound at Mount Carmel, outside of Waco, Texas. When the clearing team was defeated, the overall effort turned to a siege, followed by burning the structure down around the defenders. The only truly successful way to defeat a trained, organized clearance effort is DO NOT BE THERE!!!

Through the use of our intelligence efforts, and solid rings of defense to inform us of an attack before it arrives, we can successfully defend against a clearance effort by simply not being there. It’s the only sure way.

On the other hand, if your intelligence fails, and the first thing you know about the attack is when the breaching rounds are going off, your only defense may be overwhelming firepower through walls. In that case, you’d better hope like Hell that you have neighbors that will do more than stand around the perimeter in a protest line. They’re going to need to provide enough aggression to force the withdrawal of the attacking force, long enough for you to escape the building.

Chapter Eight **The Underground's Main Battle "Rifle"**

"Your pistol is only there to allow you to fight your way back to the rifle you should never have left behind." --attributed to Clint Smith

The pistol has long been viewed as a "secondary" weapon, intended as a next-to-last resort when your rifle fails, or as a self-protection weapon only carried because a rifle is too burdensome. There's a lot of value in both of these outlooks. Any sane man, knowing that he's walking into a fight, would carry even an underpowered rifle or carbine, in lieu of a pistol. The inherently better ballistics—both intermediate and terminal—offered by the longer barrel and resulting higher velocities, make it a self-evident choice.

Unfortunately for the macho crowd that sees themselves first, last, and always, as the quintessential "American Rifleman," there are as many examples of underground partisan effectively using handguns for direct-action missions and self-defense—even against rifles and submachine guns—as there are of them using rifles. From Jewish partisans finally pushed to resistance against Nazi oppressors during the Warsaw Ghetto uprising, to the use of the single-shot .45ACP caliber Liberator pistols, by French resistance fighters in the same conflict; there are even accounts of VietCong guerrillas in Vietnam having access to nothing but pistols.

The fact of the matter is, in the continuing failure of the state, for many people, a pistol is what they will have when they need a gun—and all that they will have. Whether that's because they're walking their wife home after a night out, or the family is caught in a mob violence situation, while in their car, when you need a gun, and a pistol is all you have? That is your main battle rifle. Depending on your particular neighborhood—and the neighborhoods you have to park in during the day—leaving a rifle unsecured in your vehicle, even locked away in the trunk, is a sure way to get it stolen. Even worse, if it's locked in the trunk, how much good is it going to do you anyway?

Even in the event of conducting offensive operations of various types, depending on your perceived adversary, the need to get to the attack point in a non-permissive environment (NPE), may very well make a pistol that is easily concealed on your person, the only viable choice of weapons to accomplish your mission. As important as the rifle inarguably is, for most people, if you can't shoot and fight a pistol at a journeyman's level of ability, chances are—especially if you live in a built-up area—your mastery of the carbine or rifle will be moot.

It is my sincere, genuine belief that, unless you learned to shoot a rifle as a young serviceman—and probably even then, since chances are that you didn't learn a particularly effective method of fighting

with the rifle, unless you served in the GWOT—your first priority for firearms training should be mastering clandestine carry of an effective fighting handgun.

Choosing the Fighting Handgun

In order to begin a rational discussion on the choice of a fighting clandestine carry pistol, the conversation absolutely begin with the adage that it really just doesn't matter, within reason. While we can talk about the benefits of never carrying anything that's not at least .38 caliber, or only buying high-end pistols from well-respected manufacturers, the fact is, what you have may very well be what you can get. Just like being able to competently run whatever rifle you can get your hands on (see the next chapter), it really doesn't matter what you bring to the fight, as long as you can run it competently, and it runs reliably. It will probably suffice, if for nothing else, than to do what the single-shot .45ACP Liberator pistol was supposed to do—allow you to kill someone to get something better.

If you feel like you need to carry your great-great-granddaddy's .36 caliber Patterson Colt, single-action, cap-and-ball revolver, more power to you. It's certainly better than throwing rocks at the bad guy. The truth is, I've seen “cowboy action shooters” that can run a single-action Ruger Vaquero better than most people can run a Glock or M&P or 1911A1.

The Caliber Question

Pistol bullets, we all generally agree, kill or incapacitate in one of three basic ways. The ideal is a central nervous system shutdown. This is hitting the target in the brain or spinal cord. The second method is through traumatic hemorrhage. This is depressurization of the circulatory system. Just like cutting the hydraulic lines of your car, it results in the precious fluids that make the whole machine work, leaking out. This requires punching as many holes as possible into the target, in order to accelerate the fluid loss. Finally, pistol bullets can kill or incapacitate through psychological shock trauma. This is the “oh shit, I've been shot! I'm going to die!” response.

In the first case, it really doesn't matter what caliber you use. An ice-pick in the brain will kill you just as dead, just as quick, as a sledgehammer to the top of the skull. In the third case, it also really doesn't matter what you shoot him with. A dude that thinks a minor wound to the calf muscle is worth dying over will let himself die, regardless of what the wounding mechanism was. You could probably bean him in the grape with a Whiffle Bat, and he'd let himself die.

While psychological stops DO happen, and relatively often apparently, trusting your survival to the enemy being a pussy is probably not a particularly good survival tactic...

It is only in the second type of incapacitation or killing, that caliber even remotely begins to play a part. It seems self-evident that the bigger the hole you make, or the more holes you make, the quicker the system will run out of fluid. At first glance, this would seem to validate the age old cliché that “I carry a .45, because they don't make a .46.” Something like a .44 Auto Mag, or a .44 Magnum revolver would be the weapon of choice. Unfortunately, magazine limitations as a result of the practical limitation on the size of the gun means that the number of holes we can make are severely curtailed in either of these choices. Practically speaking, we need to be able to not only hold the gun, but carrying it concealed is also a pretty fucking critical part of the equation.

Five holes that are three-quarters the size is better than one or two “full-size” holes for increasing hemorrhage. The practical argument has always been that .45ACP was the American go-to round of choice. It makes a relatively large hole. Unfortunately, an understanding of basic arithmetic, coupled with ample—and very thorough—anecdotal, medical, and experimental laboratory study, has repeatedly demonstrated that this only applies if you’re running full-metal jacket ammunition. Even then, the difference in the size the hole will make is only 7/100ths of an inch between the .45ACP and the “puny” 9mm. The news is even more harsh for the hardcore .45ACP apologists, when we look at modern, high-performance, expanding ammunition choices.

Expansion, in “hollow point” rounds, is a function of velocity. Any round traveling less than 1100 fps does not rely in RELIABLE expansion. A 230-grain .45ACP round, traveling at 850 fps when it leaves the muzzle—of a five-inch service pistol—MIGHT expand, but it can only be reliably counted on to make a hole approximately 45/100ths of an inch in diameter. Even in lighter projectile weights like the 185 grain loads, only in limited +P loads do we see muzzle velocities that make the magic 1100 fps threshold.

The 9mm on the other hand, that “anemic,” European “ladies” caliber of yore, except in rounds specifically designed to be subsonic, almost all leave the muzzle in excess of 1100fps. 9Mm +P rounds, like the Cor-Bon +P, run as high as 1350 fps or higher. That means—worst case scenario—we can generally count on the 9mm round expanding. If we go all the way back to 1993 and the inarguably famous—or infamous, depending on your stance—studies by Eugene Sanow and Evan Marshall that result in the justifiably famous book **Handgun Stopping Power**, most commercially available rounds back then could be relied on to expand into the vicinity of ¾ of an inch or larger in both gelatin and flesh, the latter evidenced by rounds pulled from cadavers during autopsies. A significant portion were even reported as having expanded to as much as 9/10ths of an inch!

*I'm not going to lie. I am nowhere near smart enough to even pretend to be a mathematician.
The having been said, even I'm smart enough—and have enough of a grasp of basic arithmetic—to know that .75 is
significantly larger a diameter than .45...and .9 is exactly TWICE the size of .45!*

The most recent edition of the Federal Bureau of Investigation's (FBI) **Handgun Wounding Factors and Effectiveness**, points out that penetration and permanent wound cavity diameter are the only two factors that should be considered in caliber selection. The 9mm—when loaded with modern, expanding ammunition—provides significant advantages over the .45ACP in these realms...just like it did twenty years ago.

In 1993 of course, the .40 S&W round had only been recently introduced, so the authors did not have enough evidence to conclusively determine it's position in the hierarchy of useful handgun cartridges. For a long time, the apparent benefits of the .40 were that it offered the expansion reliability of 9mm, in many loads, because of velocity, while also offering a heavier bullet weight. Theoretically this mean you were not only getting the expansion benefits of the 9mm, but also the “terminal energy” transfer—or “knockdown” power—of the .45ACP.

The entire “knockdown” theory is so fundamentally flawed that anyone who cites it should automatically be recognized as a complete fucking moron. It demonstrates a complete lack of understanding of basic physics, and Newton's Third Law of

Motion: "For every action there is an equal and opposite reaction."

The only way a bullet could have "knockdown" power, was to send "knockdown" power backwards also. That would mean you could not remain standing when you fired the weapon. Seriously, if someone starts talking about "knockdown" power? Do yourself a favor... knock them down.

Worse, although the .40 has been adopted by countless police and law enforcement agencies nationwide, there is ample evidence, with even a minor attempt at research, that it has the disturbing tendency to break firearms. For some reason—I don't understand it myself, truthfully—the recoil pulse is sharp enough that it actually cracks the frames of a lot of guns. I've not experienced the broken frame thing myself, since I've been a 9mm guy pretty much as long as I've been shooting handguns. I've shot a lot of .40 caliber guns, and never liked it enough to buy one. I have heard about it—from enough people that I trust implicitly—that have experienced it firsthand themselves, that I do believe it is a serious issue.

The larger issue with the .40 S&W, in my personal experience, is that the recoil impulse actually makes it significantly harder to shoot and recover from quickly, for follow-up shots, than either the 9mm or the slower, less effective .45ACP. Outside of machismo, there is absolutely no creditable reason to run a .40 S&W caliber handgun. Even the FBI, the organization whose adoption of the round led to its widespread adoption, has commenced moving away from .40 and back to 9mm.

Going back the legendary, vaunted, historically "proven" .45ACP, there are plenty of issues surrounding the mythology upon which this cartridge's fame and reputation rests. These issues come from both an historical and a scientific background. On the historical side, there is of course, the oft-cited fact that the War Department adopted the round during the Philippines unpleasantness, as a result of Moro insurgents not being stopped by the old .38 rounds then in use. What is often overlooked, due to ignorance—or as I and others of an historical bent are convinced, due to the marketing of the .45ACP—is the fact that the after-action reviews collected, regarding the performance of the vaunted new round and its "effectiveness" cited THE EXACT SAME PROBLEMS AS THOSE OBSERVED WITH THE .38!!! In nutshell, those damnable, drug-fueled Mohammedans were STILL failing to stop when shot with the larger caliber pistol round!

On the scientific side, there is what I consider a rather ironic issue. Many—in my experience, most—of the same people who laud the .45ACP and brag how they would "never carry a handgun that doesn't start with at least the number four" nonsense, because of its vaunted "one-shot stopping power," are the same people that argue that the 5.56mm round is useless as anything but a poodle-slaying popgun round. The irony of this is that even using the most archaic energy formulas available will make it abundantly clear that either the .45ACP is not some sort of mythic Mjolnir of ballistic magic, or else the 5.56mm is actually adequate for killing people. As much as some people would like it to be otherwise, when you take the scientific approach, you actually do NOT get to have your cake and eat it too.

Ultimately though, as I explained to a friend recently, who asked my professional opinion on his brand-new M&P45, all of the major cartridges can be reliably expected to make holes in bad people. Any of them beats the shit out of throwing rocks at a motherfucker. In fact, if someone can only handle a .22 long-rifle caliber pistol, but they can reliably put the rounds where they want them to go, that person is going to be far more effective, with that round, in that gun, than the manly man with the .40 that he

can't be bothered to actually shoot, because it's so unpleasant.

Finally though, we have to look at the realities of how we're going to be using our clandestine-carry handgun. This is not the Wild West of cinematic and pulp-fiction lore. There are no showdowns at high noon, in the dusty main street. Shootings that occur when we have to rely on our pistols happen up-close and personal, generally at—or near—contact distance, and involve more than one bad guy. The more rounds you have in the gun, the better your chances are of shooting all of the bad guys with enough rounds each, for you to survive.

I carry—and recommend to everyone—a 9mm sidearm as my go-to sidearm. I even own a .380 as a back-up gun. I'm no Wyatt Earp, by any stretch of anyone's imagination—unfortunately, including my own. I have however, shot more than a few people with a 9mm handgun. All of them were shot with FMJ, ball ammunition no less. Strangely enough, they're all still dead, and that is good enough for me.

It may not be good enough for you though, and that is alright. If you are convinced that the .40 is the zenith of modern handgun ammunition caliber development, then carry something in .40. If you believe that .45ACP was “good enough for Grandpa,” back when he was slaying 9mm Luger-wielding Krauts at Bastogne, then by all means, carry a .45ACP. If you want to develop your own wildcat, .999 Space Alien Death Beam caliber, more power to you. It really, genuinely, JUST DOES NOT MATTER! As long as you shoot a dude, in a part of his body that offers the greatest chance of causing havoc, and you keeping shooting him until he no longer poses a threat for you, you can carry that .22 caliber pistol. Caliber selection IS JUST NOT THAT IMPORTANT!

Selecting the Handgun

When it comes to selecting the specific handgun that you want to carry, again it really doesn't matter, with some very basic caveats. All that really matter is that you've selected a gun that is relatively simple to run, is relatively ergonomic—to enhance good handling and marksmanship—and is so reliable that it makes death and taxes look like a sucker's bet.

There are hundreds of thousands—if not millions—of people that still love the 1911A1. More power to them. Of course, you'd be hard-pressed to find even a die-hard acolyte of the Church of John Moses who won't admit that it requires a significant break-in period before you can consider the gun “reliable.” I've carried the 1911A1 at various times, and have been a long-time devotee of the P35/Browning Hi-Power.

The Springfield XD has—even more than the 1911A1—a remarkably devoted fan following that makes absolutely no sense whatsoever to me, or anyone else with significant experience. It's a Czech design, with was basically little more than an attempt to replicate the Glock, but to which they insisted on adding the single worst function of the 1911A1—yes, the grip safety. While I genuinely just do not understand the overwhelming fascination this pistol holds for people in the survivalist community, by all accounts it is at least functionally reliable. It's certainly not in my top five pistols to recommend to people for serious use, I don't know that I'd feel particularly under-gunned if someone handed me one in a pinch.

Of course, there is also the much-maligned Beretta 92/M9 that we all know and hate. For anyone unaware, the DoD adopted this gun in the early 1980s, because of political pressure, so President Reagan could convince the Italian government to allow us to continue basing fighters on the peninsula. Much the hate projected onto the Beretta is misplaced. Yes, it's probably heavier than it needs to be—

especially in a world of super-lightweight, polymer frame, guns—and it's big enough that anyone with small hands will find it more than a little unwieldy. The trigger is a typical DA/SA monstrosity that takes a significant training curve to work well, but the real source of discontent with the Beretta is actually the same problem that any normal shooter has with military-issue sidearms—or rifles for the matter—they have been handled, carried, and abused by entirely too many guys that just don't know what the fuck they are doing. Contrary to popular mythology, being a soldier/sailor/Marine does not automatically make you a “gun guy.” I've known 18B Special Forces Weapons Sergeants who didn't particularly like guns, and their only knowledge on the subject came solely from the instruction they received in the Q-Course.

The reality is, the Italian gun is remarkably accurate. It's also more than reliable enough—certainly more so than most 1911A1 versions anyway—and has a solid 15+1 magazine capacity. It's never going to be my first choice, but I'd take a Beretta any day of the week, and twice on Sunday. Certainly before I'd take a Springfield XD!

The quintessential “snob” gun of modern service pistols of course, is the SIG Sauer pistol. These are high-dollar, tightly-engineered and built pistols. Like the famous watches, these are precision examples of Swiss engineering and ingenuity. The “basic” SIG pistol, the P226 in 9mm, was specifically designed to compete with the Beretta in the 1984 DoD trials to replace the 1911A1. It was the only pistol entered that year that kept up with the Beretta. The P226 is used by US Naval Special Warfare SEAL Teams. The Teams adopted the weapon after witnessing its performance in the hands of their German Naval counterparts. The P228 is a reduced-size version of the P226 that is an issue item for certain elements within the US Army and Air Force, most noticeably the respective investigative services of each branch—Criminal Investigations Division (CID) of the Army, and the Office of Security Investigations (OSI) for the Air Force.

I've carried the P226 in 9mm, and the P220 in .45ACP (relax, it was for a contract gig that mandated the carry of a .45ACP sidearm). The one .40 caliber pistol I've owned was a P226 in the caliber. I genuinely love the feel of a SIG. Seriously, it's just a sexy fucking gun! I even happen to shoot it remarkably well. The issue that most serious shooters discover with the SIG is that the bore axis is so high above your firing grip that it actually measurably increases the muzzle flip of the gun. The SIG is an all-around great sidearm. It's a little bit of a pain-in-the-ass to shoot well, requiring more practice, because of the bore axis issue, and the price of a new model keeps it around the four or five position on my personal list of choices, but you'd be hard, hard-pressed to find someone who would legitimately bad-mouth the SIG, in pretty much any variation.

The relatively new M&P series of pistols from Smith & Wesson was introduced to the market in 2005. Remarkably for a firm that has never been known for producing attractive, functional semiautomatic pistols, I genuinely believe that the M&P is the Glock of the future. These have developed an extremely loyal following for reliability, accuracy, and ergonomics, across a broad spectrum of professional combat pistol shooters. I've managed to shoot a few of them, with both the original stock triggers, as well as the improved and after-market triggers available. These pistols offer all of the benefits of the Glock, with significantly better ergonomics. If I were not already heavily invested in Glock sidearms—everyone in our household has at least one—I would probably go 100% M&P. The full-size service pistol version is more ergonomic to shoot, and to carry. The M&P equivalent to the Glock 19—the M&P Shield—is actually closer to the love-child of the Glock 19 and the Glock 26. It may be the sweetest clandestine carry pistol I've seen.

What the FUCK was Glock thinking?

I feel obligated to mention, while a M&P9 will be the next pistol I buy, there is one potential Glock creation that would cause me to postpone that. If Glock had pulled their collective heads out of their corporate asses, and built a single-stack 9mm for the US market, instead of making the Glock 42 a single-stack 380ACP, I would maintain my loyal devotion to the Austrian plastic pistol.

As anyone who has read the **Mountain Guerrilla** blog, or the preceding paragraph knows, I am a pretty devoted Glock carrier. I run a Glock 17 on my war belt, and carry a Glock 19 for my clandestine carry pistol. My wife carries a Glock 19 for her clandestine carry pistol. My daughters—unless something drastic changes—will grow up shooting and carrying Glock pistols.

Do I believe the nonsense hype about “Glock perfection?” Absolutely not. In fact, my love affair with Glock took almost 30 years to develop. I fired a Glock for the first time, sometime around 1989. I was still in High School, and maybe still in Junior High School. I fired them more in the military, at various times, and I shot them on-and-off after I left the service. I fired them well enough, but never “loved” the way a Glock felt in my hands, like I did a Browning Hi-Power or a SIG. The triggers are—of course—not up to a 1911A1 or a P35. I'm still not convince that Herr Glock has attained pistol perfection. Not with the 1st, 2nd, 3rd, or 4th generations. In fact, I think the 3rd generation was probably closer than the 4th!

Let's face some basic facts. The factory sights suck monkey dicks. The stock trigger is nowhere near as bad as I once believed it to be, but it does require practice to master—even if you replace the disconnecter with a lighter version—to really reach its potential...even that's not “perfect.” The slide release is small enough that it's more than a little bit of a pain-in-the-ass—although it WILL suffice. With the exception of the sights however, the cost of upgrading those parts to bring it up a functional facsimile of perfection is generally less than \$20. That's for a 3.5 pound disconnecter and an extended slide release.

Which sights to replace the factory Glock sights with is largely a matter of personal preference. My Glock 19 has Trijicon tritium illuminated sights, while my Glock 17 has Big Dot sights on it. While I actually prefer the Big Dot sights, I know a lot of seriously qualified, legitimately “expert” combat pistol shooters who abhor them. I will say that the basic requirement for replacement sights should be that they are metal and offer some illumination, at least—and really, I'd rather ONLY—on the front sight.

Apparently, my alma mater—the Army Special Operations Command—largely agrees with me, since both the Ranger Regiment and Special Forces have, by all accounts moved away from the M9 and the M11 (SIG P228) in favor of the Glock 19. 1st Special Forces Operational Detachment-Delta—the legendary “Delta Force”—traded in their legendary, custom 1911A1 for Glock 22 pistols. Their apparent institutional need to measure their dicks by shooting a bigger caliber than the rest of the world notwithstanding, the fact that the greater part of ARSOF (Army Special Operations Forces) switching to Glock for the duration of the GWOT should tell people something of value. Personally, if I believed in reincarnation, I would say the John.Moses Browning was obviously reborn as an Austrian engineer named Gaston.

If you're undecided on a clandestine-carry fighting handgun, you'd be hard-pressed to beat the Glock. It really doesn't matter though, whether you prefer a 1911A1, a M&P, a Glock, a Browning Hi-Power, a custom IPSC race-gun, a revolver—see my friend Greg Ellifritz' contribution below and on the next page—or a rust-pitted old Makarov. When the rubber meets the road, the smart man will take whatever weapon he can get his hands on. I love my Glock pistols, but I'd gladly take a M&P or a Browning Hi-Power. I'd even take a 1911A1 or that old Makarov. You should run whatever you want—or can get your hands on—as long as it's as close to 99.999% reliable. Yes, even Glock pistols fail occasionally.

Clandestine Carry Method—The Appendix, Inside-the-Waistband Carry and Holster Selection

I've carried a pistol clandestinely, in a lot of non-permissive environments. Some of those were places where getting caught carrying a gun would have resulted in a much harsher penalty than just spending some time in jail. I've worked with—and known—people far more dangerous than I will ever be. I've known people who conducted real-world covert operations in communist-controlled countries during the Cold War. I've worked with—and known—guys who functioned covertly in a lot of places even more dangerous. There's an interesting thing about them all.

The most serious, hard-core, experienced gunslingers that I have met and worked with, who worked in those types of environments almost exclusively used one position to carry a pistol clandestinely. That method was a variation of the Appendix, Inside-the-Waistband (A-IWB) .

One of the most infamous faces of the 1980s, in some circles was a man named Teddy Medina. Sometimes referred to as “The Sparrow Hitman,” Senor Medina was a “sparrow” assassin for the communist rebel National Philippines Army (NPA). Carrying a .45ACP 1911, with the safety off, and a round in the chamber, Medina carried in a variation of the A-IWB. Medina would approach his target, draw in a fraction of second, and fire point-blank, shooting the target in the face at contact distances.

With a body count well into the triple digits, Medina's story sounds like something out of a bad action novel, but it was completely true. Eventually captured by government security forces during a routine traffic stop, his well-honed skill set was not about to rot away in prison. Instead, the government—and according to legend, the CIA—put him to work assassinating his old comrades in the NPA.



The unassuming NPA assassin, Teddy Medina, might not have looked like much, but his body count in triple digits, using a 1911 in an appendix carry variation, puts the lie to a lot of the standard beliefs about pistol use.

I was initially introduced to the A-IWB carry from one of my mentors, over a decade and a half ago, but had never become entirely comfortable—like many people—with carrying the gun in a manner that intentionally left it pointed at my penis. This was especially true, considering the shoddy, ad hoc holsters we were working with back then. Basically, whatever we could come up with sewn out of leather, or have the parachute riggers sew for us out of canvas or ballistic nylon, was what we had for holsters. Because of the limitations of the equipment at the time—and my own inherent cowardice—I generally stuck with strong-side hip carry at the three-o'clock and four-o'clock positions.

In the ensuing years, the A-IWB carry became hugely popular among a certain sub-culture of real-world gun trainers and students, largely through the efforts of two men. Craig Douglas is a former narcotics cop who developed and teaches a training system—not a fighting system, but a way of approaching fighting—called *Extreme Close Quarters Combatives* (ECQC). The first time I came across Craig referring to A-IWB, he called it—appropriately—“vasectomy carry.”

His partner in crime in leading the resurgence of A-IWB was the late Paul Gomez, a former US Army paratrooper and police officer. Sometime in the middle of the last decade, Paul started nagging different holster makers to come up with a safe, effective way to carry a gun A-IWB, after meeting a former SF guy, turned some sort of OGA type, using the carry method very, very proficiently.

Observing the advances that these guys and their compatriots in the training industry were making, as an interested observer, I took another look at the method, sometime around 2008. Far more confident than I had been a decade earlier as a young NCO, I immediately fell in love with the carry method. Now, I genuinely cannot imagine carrying with any other method for legitimate clandestine carry in a NPE.

The A-IWB method is not new. Neither Paul, before he passed away, nor Craig, have ever claimed to have invented the method. In some ways, it is really nothing more than a clandestine carry version of a sort of cross-draw holster that was popular in the Old West. There are a number of specific advantages to A-IWB. Three of those however, are at the forefront of significant advantages.

For one, it's just naturally fast. It is—bar none—the fastest method of clandestine carry draw I've seen. Everyone I've ever seen put it to the test on the timer discovers that it's faster than even the method they're most used to. It is the fastest possible position for the draw stroke. There is a reason that so many high-end speed shooting competitors carry the gun as far forward of the point of their hip as the rules of their game will allow. The gun stays in and moves through, a very compressed, controlled range-of-motion. That's useful, because the shorter the distance that the gun needs to move, the faster it can get to the destination. If you've never seriously put any effort into training with the A-IWB carry, but you're interested in being able to get your gun into the fight quickly, you're in for a very pleasant surprise.

A-IWB carry, with a decent holster, offers a great deal of advantage for concealment. Unlike strong-side or back carry, there is little opportunity for inadvertent “printing” through your cover garment. All it takes to ensure that you're not printing is to glance down and make sure your shoes are tied. With back-side and strong-side carry methods, you will inadvertently reach back with your hand to “pet” your cover garment, to make sure you're not printing. Either you do that occasionally, or you do end up inadvertently printing through the garment, completely destroying your clandestine efforts.

It's just the single, simplest, most secure method concealing your weapon. In crowds, no one is going to “bump” into your body with their hands or body, where your gun is, on accident. If someone touches the gun, you know they're doing it on purpose. That gives you all the information you need for the appropriate response.

Finally, A-IWB offers the single most robust positive control of your firearm, against disarm “gun grab” attempts of any carry position available. It offers absolute, positive, physical control over the gun. We'll look at some of the factors involved with actually fighting to your weapon in this chapter, but the reality is, if you need to go to guns in self-protection, and all you've got is your concealed sidearm, there's a pretty good chance that your fight will be less about how fast you can draw, and more about how well you can fight the fucker with your unarmed combatives, in order to clear the room to go for your gun without getting it taken away and fed to you.

If the gun is behind your back—or hanging off your side—you really don't have positive control of it. I don't care if you've got the most technologically advanced, cool-guy piece of quadruple-retention holster that was specifically engineered for JSOC cover operators by a secret cabal of NASA engineers. If the gun is on your side, you do NOT have positive control of it. You can only protect the gun with the hand and arm that is on the same side. With A-IWB carry, if needed, you can physically grab and hold the gun, in the holster, while beating the living piss out of the dude with your other body weapons. All of that having been said, there are a couple of potentially significant drawbacks that a lot of people like to point out about the A-IWB carry method:

The most obvious, to most people, is the position of the weapon. IT'S POINTED AT YOUR DICK! For the love of all things Holy, who wants to intentionally point a loaded gun—in condition one—at their own happy stick? For the ladies, it is still pointed at your femoral artery. In TC3 training, we explain that a severe hemorrhage bleed will cause a loss of consciousness in 60-90 seconds, and death within a couple of minutes. If you shoot yourself in the femoral artery—or your dick—the result is going to be very messy, and very uncomfortable for you.

This very legitimate concern is the primary reason that so many who disparage A-IWB carry do so. I actually agree with them. If you are not at a professional level of gun-handling, and confident in that level of performance, then you have no business using this carry method. I would go so far as to say—despite all of the advantages—if you don't think you should carry A-IWB, then do NOT carry with this method. You will shoot yourself in the dick. That will suck for you.

The second commonly mentioned drawback of this carry method is that it can be rather uncomfortable, depending on the weapon and holster. I'm not sure there's any way to make a Government Model 1911A1, a P226, or a Glock 17, completely comfortable in A-IWB carry. I can—and do—carry a Glock 17 A-IWB occasionally, but it's not what I'd call comfortable. Even my Glock 19, in the Raven Concealment Systems (RCS) VG2 minimalist holster, isn't what I would call particularly comfortable, but I've had it on for 20 straight hours of walking and driving, and not had a problem with it. Maybe it's more comfortable than I realize, or perhaps my “comfort margin” is significantly different than most people's, but it's not that big of a deal. As some famous instructor once pointed out, carrying a concealed weapon isn't supposed to be comfortable. It's supposed to be comforting. Carrying A-IWB is. In the end, from both the safety and the comfort standpoints, A-IWB takes more than a little bit of getting used to, but it is well worth the effort expended. There's just—objectively—no better method

for clandestine carry of a fighting handgun.

Other Methods of Clandestine Carry

To the best of my knowledge—which is admittedly limited, since I don't know a lot of amateur gun carriers who are willing to stay at that level—the ankle has been discredited, among serious gunslingers, for anything but an absolute, last-ditch, “oh shit!” deep concealment piece. You're definitely not going to get it out in a hurry.

Like the ankle holster, the shoulder holster has, for the most part—I still know a couple of guys that use shoulder holsters occasionally—been relegated to bad, late-night crime dramas television, military aviators, and senior commissioned officers who cannot be bothered to carry even an M4 as a defensive weapon in “secured” areas in combat zones. That pretty much leaves us with the different variations on belt carry.

The strong-side hip of course, has been the position of choice for decades. It makes sense too. It's fast, and—until the A-IWB became popularly known—was among the fastest draw strokes available to the common gun carrier.

The small-of-the-back (SOB) carry is a derivative of strong-side hip carry. It's popular with a small segment of people, most of whom don't actually know what they're doing. I've done it. If I'm walking out to my truck at night, and don't want to bother strapping a holster on, I'll usually just tuck the handiest Glock down the back of my waistband and call it good.

There are two major drawbacks to SOB carry that actually make it scarier than shit for me to see it being used. Number one—perhaps the most common risk—is that if you slip and fall on your back, you're going to fuck your spine up. Worse, even if you don't cripple yourself, if some dude is stomping on you, you're going to play merry Hell trying to get the gun out from underneath of yourself. Second, it leaves your gun extremely exposed to anyone who may be behind you and notice that you're printing. Since it's behind your back, you have no way of really knowing if you're printing or not. Finally, if we accept the simple fact that the straightest distance between two points is a straight line...it's the slowest draw available from the belt. It just doesn't make sense as a practical matter.

Getting the Gun Out

The strength of the handgun for the underground partisan—the ability to carry it concealed from view—is also one of the great disadvantages. That is the fact that it is carried in a secure holster, we hope, and under garments that keep it out of sight. Whether we are using the pistol as a reactive protection weapon, or are walking up to the leader of a hostile gang for an assassination attempt, when the time comes to actually shoot the gun, one common characteristic is that you're going to need it in an almighty hurry.

Even in the offensive role, the need to conceal the weapon until you are close enough to be effective with the pistol, means you need to be proficient in drawing the weapon from the holster. In this case, proficiency is defined as fast consistency. This means clearing the cover garment, acquiring the firing grip on the sidearm, and the clearing the holster and garments, to the point that you can shoot the weapon effectively, for the circumstances—as fast as possible.

The draw from concealment has the potential to be the slowest, most failure-prone draw available.

Between having to clear the cover garment, acquire a solid firing grip on the weapon, then clear the garment with the gun, before getting it into a firing grip, there is a lot of potential for fuck up. Developing a consistent, reliable method for achieving a draw, from a secure holster can make this simpler, as well as significantly faster.

Minimizing the movements required—to maximize the economy of motion needed—will make the draw faster, as well as more secure. For several decades, people have considered a two-second draw from concealment to be “fast.” The Federal Air Marshal standard of 1.5 seconds has been considered “remarkably fast” by many non-professional shooters. A solid, reliable, consistent draw from concealment, allowing a sub-one second draw to first shot—with a resulting hit to the vitals—is not only achievable, it’s not even particularly difficult.

The use of a developed, consistent draw technique, that maximizes economy of motion, is a commonly achieved standard among even part-time shooters. For the underground partisan, who has a family and a community of families, depending on his proficiency with his pistol for their safety and security, a sub-one second draw to a first round hit to a small target area at any reasonable pistol distance—we use the 30 feet standard—should be THE standard.

Step One of the four-count draw, shown on the following page, is to achieve a firing grip on the weapon. This requires simultaneous movements with both hands. The support-side hand will grasp the bottom hem of the cover garment, and pull it as high up the chest as possible. While it is common to hear people discuss the option of lifting the cover garment “just enough” to clear the gun, this “high as possible” method reduces the chances of fouling the gun at speed.

At the same time the support-side hand clears the cover garment, the firing-side hand grasps the gun in a firing grip. The web of the hand should be as high up on the tang of the pistol as possible, thumb flagged, with the trigger finger indexed straight along the frame of the gun. The non-trigger fingers of the firing hand should wrap around the grip of the pistol, in the same grip that is used for firing.

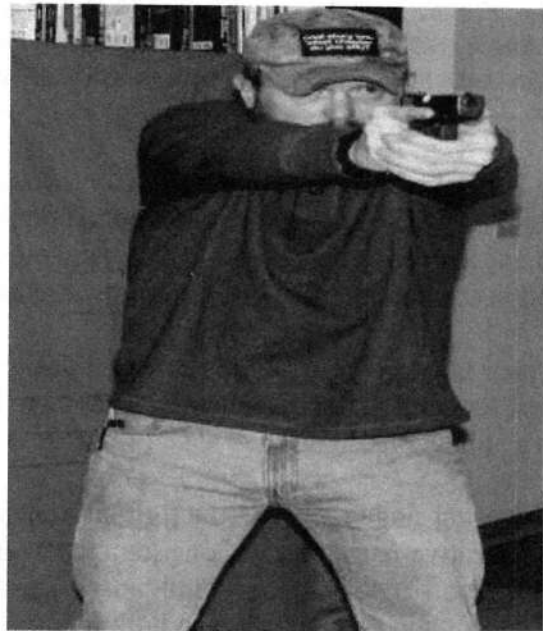
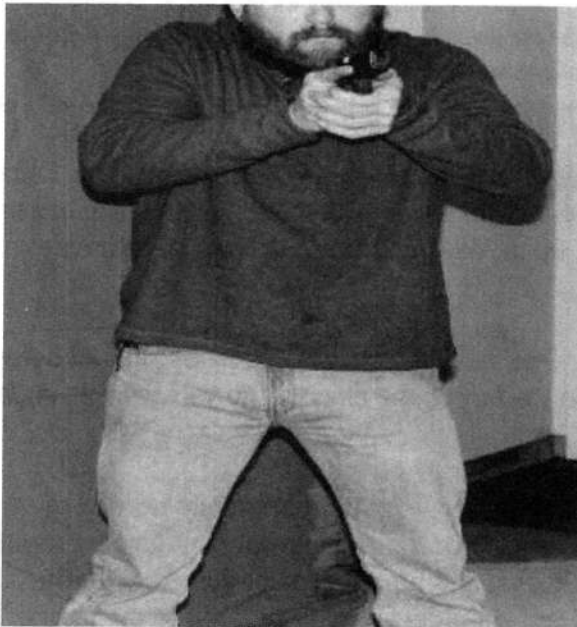
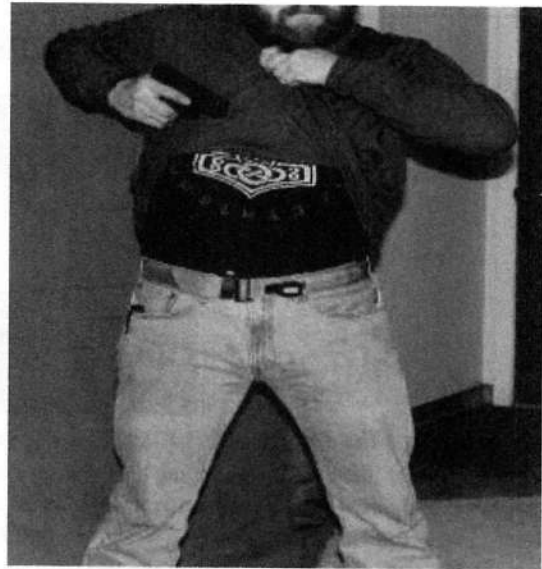
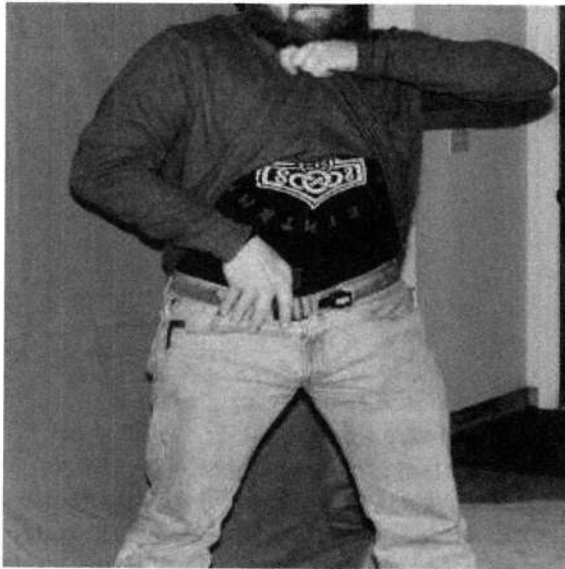
Step Two of the draw actually clears the gun from the holster. Simply jerk the gun forcefully, as hard as possible, straight up. While the classical draw required simply drawing until the muzzle cleared the holster, jerking the gun higher increases the robustness of the draw. This also builds consistency into the draw by conditioning you to draw to a retention position.

Position Two is Retention

With the wrist locked, if you draw by driving the elbow straight up and back, to its limit-of-movement, you will find that the gun naturally points downward at an angle. This angle naturally points the gun's muzzle at an attacker's center-of-mass if that attacker is at contact distance from your chest. Locking the thumb into the outside corner of the pectoral muscle, with the gun canted out, to avoid fouling the action in your shirt or jacket fabric, allows you to shoot reliably at contact distances.

This is NOT the “speed rock!” This position reliably allows you to put rounds into a dude's lower abdomen and hips, or even as high as his chest, depending on his height, relative to yours. This position also offers the ability to safely shoot at contact distance, while striking, grabbing, and holding onto an adversary. By side-stepping left or right to create space, you can push to the third or fourth position and transition to effective sighted fire.

The Four-Count Draw



The four-count draw allows you to draw the weapon from concealment in the A-IWB carry method. As we will see later in this chapter, while this draw is remarkably fast and consistent, the biggest benefit to its consistency is that it is robust enough to be used under the stress of fighting your way to the gun in a fight at contact distances.

In Step Three, the firing hand moves the gun towards the center line of the body, and upward, to meet the support-side hand that is holding the cover garment clear. The support-side hand meets the firing-side hand, and a firing grip is established, tight against the body, muzzle forward, in the compressed

ready position. This position can be used to effectively cover a compliant subject, to shoot at shirt distances by aiming with a body-index aiming method, or it can be punched out to full extension for sighted aimed fire.

Establishing the Firing Grip at Position Three



The transition from Position Two to Position Three is the crucial time that makes or breaks the draw. Notice the aggressive, greater than 45-degree angle of my wrist cant? The meat of the heel of the support hand should fit tightly in the space left by the firing hand, butted tightly against the heel of the firing hand. The fingers of the support-side hand are wrapped around the fingers of the firing hand, as high as possible against the bottom of the trigger guard. In theory at least, the support-side hand should grip with somewhat more than twice the pressure that the firing hand applies. This is commonly referred to as a 70-30 grip. In practice, it really doesn't matter all that much. It damned sure doesn't need to be precise. 70-30, 80-20, 60-40; the key is the the firing hand is not doing the gripping of the gun. This precludes interference with the trigger stroke due to sympathetic nervous system response.

In Step Four, the weapon is thrust directly toward the target in a “punch-out” presentation. The actual distance the gun is punched out will depend on the space and time available. The gun can actually be used to engage threats at any point along the movement track, depending on the level of refinement required in the sight picture/sight alignment relationship.

Firing your handgun is not about how you position your feet, or how your weight is distributed between heels and toes. It's about bringing the weapon to bear, on the target, the exact same way, every single time. It's about consistency.

At the learning stage however, the fighting stance will provide the level of consistency needed to develop intuitive consistency. Consistency makes consistency. For training purposes, your feet should be slightly more than shoulder-width apart. The ankles, knees, and hips should be flexed, with the weight distributed equally between both feet. Your hips and shoulders remain squared to the target, whether you are stationary or moving. Your elbows remain pointed down and tucked slightly into the sides of the torso. The body is flexed forward at the hips and waist, leaning forward aggressively. This forward, aggressive drive of energy helps to mitigate recoil and ensures that the gun returns to the same position every single time, while allowing you to remain as relaxed as possible through the shoulders and arms.

It's Not About a Fucking Name!

This is not a discussion about the benefits or history of the Weaver and Modern Isosceles stances for combat pistol

shooting. That information is readily available, if you're interested in inconsequential. What is important is understanding what works, and how we know that it works.

Sometime in the early 1980s—even before the “Modern Technique of the Pistol” really gained fame through discussion in every gun magazine in America, Rob Leatham and Brian Enos had taken the IPSC shooting world by storm, when they moved away from using the Weaver-based stances that were the standard of competition shooting at the time—and well on the way to becoming the standard for combative shooting. When Leatham cleaned the field at a Gunsite Alumni Shoot, the late, great, Colonel Cooper reportedly dismissed it as natural athleticism, refusing to admit that his method was not the *sine qua non* of speed and accuracy.

I am not the sort of guy who considers competitive “practical” shooting and considers it the end-all, be-all of tactical firearms training. There are certainly aspects of competitive shooting that need to be modified for underground applications. However, there is something to consider...

No one—anywhere—shoots as accurately, as fast, as a good practical shooting competitor. If you want to learn to run your gun fast and accurate, you could do much, much worse. When it comes to developing the ability to apply the fundamentals of combative pistol shooting: sight picture, sight alignment, trigger squeeze, and follow-through, there's not better way to develop the ability under pressure than in competition. Here's the thing though—no one in the competitive world shoots the old Weaver stance/position. The Isosceles is just faster and provides greater accuracy.

Aiming and Firing Methods

In Volume One—and in the next chapter of this volume—I outlined the principles of methods of aiming and firing under different time and accuracy requirements. The same principles apply to pistol shooting. There are, of course, numerous stories of studies “proving” that even trained shooters don't use their sights in real-life gunfights. From “trained” police officers, to the myths of Old West gunfighters, the idea is, at pistol engagement distances, you simply don't need to use your sights. You can point the gun and get adequate hits.

The sights on top of your weapon are not an aesthetic afterthought. They were put there for a reason. They are not an evil conspiracy between gun designers and clothing companies to tear your shirts and cost you money. It's a truism among combat shooting instructors, that regardless of how tight your shot groups are in training, they will almost invariably open up considerably when the shit gets real. The difference between index-card groups on the square range, and the accuracy achieved in even force-on-force training scenarios, is significant.

The Myth of the Old West High Noon Shoot Out

Despite the testimony of “experts” like John Ford and Louis L'Amour, when we began studying the first-hand witness accounts of old time gunfights here in the West, we begin to realize the legend of the noble, stand-up in the street at 20 yards, gun fight, against the local criminal ne'er-do-well is just that—a legend.

By all contemporary accounts, the gun fights we've come to idolize were of two types: typical resisted arrests by sworn law enforcement officers—regardless of the character of those cops—and drunken brawls and bar fights that occurred at contact distance, with little or no concern for noncombatant bystanders.

Using a pulp-fiction and television myth about the methods of old-time western gunfighters as your paradigm for clandestine carry training is fucking stupid.

A trained, practiced shooter, using his sights, can achieve a first-shot draw in less than a second, and then continue firing as many as four or five shots per second, with every round impacting an index card at 30 feet. When a point shooting advocate can achieve that, they'll have the authority to speak on the subject of aiming and firing methods intelligently.

Will point shooting “work” at conversational distances? Sure. Absolutely. Hell, I’ve made hits on a silhouette at 30 meters, with my eyes closed, by point shooting. It’s not even particularly difficult. Of course, my normal standard of marksmanship with my pistol at that distance is roughly index card sized, and I was satisfied to hit a silhouette. I don’t know of any point shooting advocates that are pushing for the same degree of accuracy. If your idea of a “good group” in training is to keep them all in the C-Zone of a silhouette—or even just on the silhouette—instead of a small portion of the A-Zone, you’d better be ready to accept that in the real world, a lot of your rounds are going to completely miss the intended recipient.

There are of course, a couple of problems with this. First off, the more rounds you fire that miss, the longer the fight is going to last. This results in greater opportunity for the adversary to get shots into you. Although he would undoubtedly disagree, this is a bad thing. Second, every single round that misses the bad guy has to stop somewhere. In a crowded, populated environment—like an urban, built-up area where the underground partisan operates—there’s a damned good chance that those stopping places will be inside of other people. If you’ve missed the target, then those other people are likely to be noncombatants—or members of your own tribe.

There’s really no argument here, amongst learned shooters. There is not a serious, professional gunfighting organization anywhere—that I’m aware of—that uses point shooting as a doctrinal method. There’s good reason for this. It’s just not that effective. This is a very, very tired debate.

Whether you are a soldier in a combat zone, a cop in a patrol car, an average citizen with a concealed defensive handgun, or an urban survivalist in a failed state, you are absolutely, positively, 100% accountable for the final destination of every single projectile that exits your muzzle. Full-stop, end-of-story.

If you shoot a noncombatant, you make his family and tribe into hostile threats against your own!

There’s really no argument here, amongst learned shooters. There is not a serious, professional gunfighting organization anywhere—that I’m aware of—that uses point shooting as a doctrinal method. There’s good reason for this. It’s just not that effective. This is a very, very tired debate.

There are certainly times and situations that preclude the use of your sights, and the amount of refinement needed varies. As Brian Enos explains in his masterful look at the skills needed to shoot accurately, fast, “you need to see what you need to see.” If that means you need a perfectly aligned front sight focus, to shoot the eye out of a gnat at 50 meters, then get perfect alignment, and focus on your front sight. If that means you can simply superimpose the entire outline of your gun on the target, then just superimpose the entire outline of the gun on your target.

The catch is, to develop that level of knowledge and understanding about your gun and its capabilities, you need to train with it. You need to shoot at the various ranges, using different variations, at different speeds, until you authoritatively determine what you need to see to get the hits you need to get. You can’t develop that level of knowledge with point shooting.

Seriously, just aim your fucking gun. When guys are managing to get first shot hits in less than a second, and are breaking four or five shots per second, to an index card, then it is demonstrably not

faster to point shoot.

If you want to point shoot, then point shoot. More power to you. Don't do it around my wife and kids, or the other members of my tribe though, and do the world a favor. Until you can shoot a quantifiable course-of-fire, with accuracy and time standards, to prove conclusively that it is the superior method you claim it is, then shut the fuck up about things you don't know.

Performance Standards and Purpose

Ultimately, there are two basic reasons for the underground partisan to carry a sidearm. The first of these is the obvious—self-defense and protection. The second is for offensive applications in places and times when carrying a rifle is simply not an option. While the former may require the ability to “fight to the gun,” as discussed in the final section of this chapter, it may also simply be a matter of getting your gun out, in a hurry, and getting solid, accurate fires on the enemy.

Tom Givens, of Rangemaster, has conducted a pretty in-depth study of gun fights that involved FBI and DEA plain clothes agents. While not a perfect match, as Mr. Givens freely admits, these fights more closely match the types of encounters that the average armed citizen is likely to find himself in; the assailant has failed in his victim selection process by choosing an apparent victim who is anything but...

In addition to these cases, Mr. Givens has gone on to interview all of his former students who have found themselves in situations that required them to use their guns in self-defense. As of my writing this, apparently, this has been somewhere north of 60 cases. Again, hardly a comprehensive, perfect data base, but it is the best we're likely to get, and the results—combined with the results of the FBI/DEA study—demonstrate enough consistency that any thinking man is going to take it into consideration.

What Mr. Givens has found is that, in the vast majority of situations, the gunfights shared some very common characteristics. These included that the encounters occurred between three and five yards, although occasionally further. One was as much as 25 yards. All of them were in plain street clothes with the citizens' and officers' guns concealed. Multiple assailants were not uncommon, and they generally occurred in public places like parking lots and shopping malls. Finally, they averaged 3-5 shots to resolve the situation.

This has led to a consensus that the “average” defensive shooting was “an armed robbery in some form, with 1-2 assailants highly likely, at a range of 3-7 yards with limited response time.” Understanding this has led to a couple of basic minimal standards drills. These have ranged from legendary female defensive tactics instructor Gila Hayes' 5x5 drill to variations like the 3x3x3 drill, requiring three shots and three yards in three seconds.

These realizations about the close-range, fast-access requirements for defensive shooting have even led to a complete revision in the FBI Qualification Test. While I am a firm advocate—as described in the appendices—of testing against yourself, and constantly seeking improvement, since we don't know the level of ability that our enemy will bring to the fight, most people still want a solid, quantifiable set of standards to meet. I am offering two of those, neither of which is perfect, but both of which together

offer a pretty solid measure of quantifiable skill.

THESE ARE MINIMUM STANDARDS!

They do NOT indicate that “Oh, I can do this, I’m good enough!”

The (Modified) FBI Qualification

The current version of the FBI Qualification differs from its decades old predecessor by focusing on rapid access, close-range requirements, rather than the traditional, long-range handgun marksmanship that used to be the focus. This is good, but the new test suffers from the serious drawback of counting ANY hit on the silhouette target. Looking at a) our requirement to be able to account for every round we fire, and b) the fact that we KNOW our marksmanship will degrade under combat stress, this is unacceptable. The biggest modification we will make to the test is using IDPA or IPSC silhouettes with marked A zones and A/B zones. In order to count, all hits must be in the A-Zone.

(Modified) FBI Qualification

Stage One is conducted with a silhouette target at three yards.

From concealment, draw and fire three rounds, using strong hand only (SHO) in three seconds or less. Repeat.

From concealment, draw and fire three rounds SHO, switch hands, and fire three more rounds, weak hand only (WHO) in eight seconds or less, total.

Stage Two is conducted with a silhouette target at five yards.

From concealment, draw and fire three rounds, using both hands, in three seconds or less. Repeat for a total of four iterations.

Stage Three is conducted with a silhouette target at seven yards.

From concealment, draw and fire four rounds, using both hands, in four seconds or less. Repeat.

From concealment, with a total of four rounds in the gun, draw and shoot to slide-lock. Conduct a speed reload, and fire four more rounds, in a total of eight seconds or less.

Stage Four is conducted with a silhouette target at 15 yards.

From concealment, draw and fire three rounds, using both hands, in six seconds or less.

From concealment, draw and fire two rounds, using SHO, in six seconds or less.

From concealment, draw and fire four rounds, using both hands, in eight seconds or less.

Stage Five is conducted at 25 yards.

From concealment, move to a position of cover nearby (at least three steps), draw and fire three rounds, using both hands. Kneel behind cover and fire two more rounds, in 15 seconds total elapsed time. Repeat.

For an FBI agent to pass this qualification, they must score a total of 48 hits out of the total of 60 shots fired.

Firearms instructors at the Bureau are required to achieve a 90%, hitting with 54 out of 60 fired. I would offer that a minimum acceptable score SHOULD be 54/60, with all hits only counting if they are in the A-Zone of the target silhouette.

The IDPA Classifier

The problem with the FBI Qualification test of course, is that it is focused on a single target. I would argue that, based on Mr. Givens' research, a better standard would involve multiple targets. While the International Defensive Pistol Association's (IDPA) Classifier focuses too much on longer range marksmanship, at least it requires the shooter to engage multiple targets. A combination of both tests as a “minimum standards” test is a good basis for understanding where you are in regard to your practical handgun shooting ability.

Within some training circles, it has become popular in recent years to advocate competition in practical shooting competition like IDPA, IPSC, and Three-Gun. Typically, these advocates meet the fearful blathering of the “tactical” shooting crowd who claim that “competition will build bad habits” and “that will get you killed in the streets!”

The measured response of those of us who do advocate competition has always been that the pressure of competition is the closest you're going to get to the performance pressures created in a combat environment. While there is a lot of truth to that, perhaps it deserves a—hopefully—better explanation. My hope is that I can provide that.

One of the most common questions that combat-experienced trainers get in classes is, “how do you overcome the panic of being in combat? How do you force yourself to calm down?” It's a legitimate question, and it's one I asked myself for years, about both gunfighting and unarmed combatives. Competition provides the answer.

It is not about the “pressure.” There's no way that the pressure of competition, where you're decidedly NOT being shot at, can equal the pressure of getting shot at. What competition offers is the way to know how well you can perform, and how fast. There are no PACT Timers on the battlefield, but there is a more important timer: the other dude trying to get rounds into you faster than you get them into him.

What competition offers is the ability to KNOW exactly how fast you can push your abilities, without fucking up. It offers the concrete solution to the commandment attributed to that legendary pistolero, Wyatt Earp, “Go slow, in a hurry.” Competition will teach you exactly how fast you can push yourself, before you push yourself into a fuck-up.

Combat mastery of the handgun is perfect execution of the fundamentals, at a speed fast enough to achieve what needs to be achieved. In his book *The Art of Modern Gunfighting*, legendary LAPD SWAT officer Scott Reitz poignantly states, “...*there are universal truths about gunfighting. There is a thread of continuity throughout all gunfights that go well. The basics are in place, clean mechanical skills are exhibited and the shooters mental composure is in evidence. There is a thread of continuity in all shootings that go poorly. The basic skills are not in place, clean mechanical skills are not in evidence and mental composure is all but absent. Over the decades that I have been involved in this business I have observed many things that hold true throughout many gunfights. There is no such thing as a standard or basic gunfight...individuals who have good clean mechanical shooting and tactical skill sets and who additionally maintain their composure under fire seem to prevail more than those who do not...*”

Whether you actually compete, or simply compete with yourself on the timer, the knowledge of how

fast you can perform, at any given level of performance, will give you the confidence to perform at that level, even under pressure. That is the goal of having standards, and that is the goal of pushing yourself to exceed those standards. Accept the modified FBI Qualification and the IDPA Classifier as MINIMUM acceptable standards. Once you can achieve them, continue trying to exceed those standards.

Combining the IDPA Classifier and the FBI Qualification, and striving to progressively improve your time and performance on these two qualifications, will offer you a solid set of standards to determine exactly how well you can perform, at what speed. Combined with a will to win and aggressive mindset, this will be what allows you to execute the fundamentals properly, under stress. That means, you win.

IDPA Classifier

The IDPA Classifier is used to determine what classification a competitor should be placed in for competition within the organization. The four classifications of shooters are marksman, sharpshooter, expert, and master. Because we are not interested in the lowest-common denominator, we will look at the scores required of expert and master only. My stance is that for our purpose is that combined with passing the modified FBI Qualification, the underground partisan should be able to achieve an expert classification on the IDPA Classifier.

Stage One is conducted at 7 yards:

String	Position	Instructions	Shots Fired
1	1	Draw and fire two shots to the body and one to the head of T1	3
2	1	Draw and fire two shots to the body and one to the head of T2	3
3	1	Draw and fire two shots to the body and one to the head of T3	3
4	1	Draw and fire two shots to the head of all three targets.	3
5	1	Start with weapon in weak hand, in ready position, trigger finger outside of trigger guard. Fire one shot to each target, WHO	3
6	1	With no more than three rounds in the gun, facing up-range. Turn, draw, and fire one shot to each target. Reload from slide lock and fire one more shot to each target.	6
7	1	Draw and fire two shots to each of three targets, SHO	6

Stage Two is conducted at 10 yards:

String	Position	Instructions	Shots Fired
1	2	Draw and move forward, fire two shots to each target while moving forward, before 5 yard line.	6
2	3	Start at 5 yard line, draw and retreat from targets, firing two shots to each target while moving	6
3	2	Six rounds in guns, start facing Up-range, turn, draw, and fire 2 shots at each target. Reload from slide lock and fire two more shots at each target/	12
4	2	Draw and fire two shots at each target, SHO	6

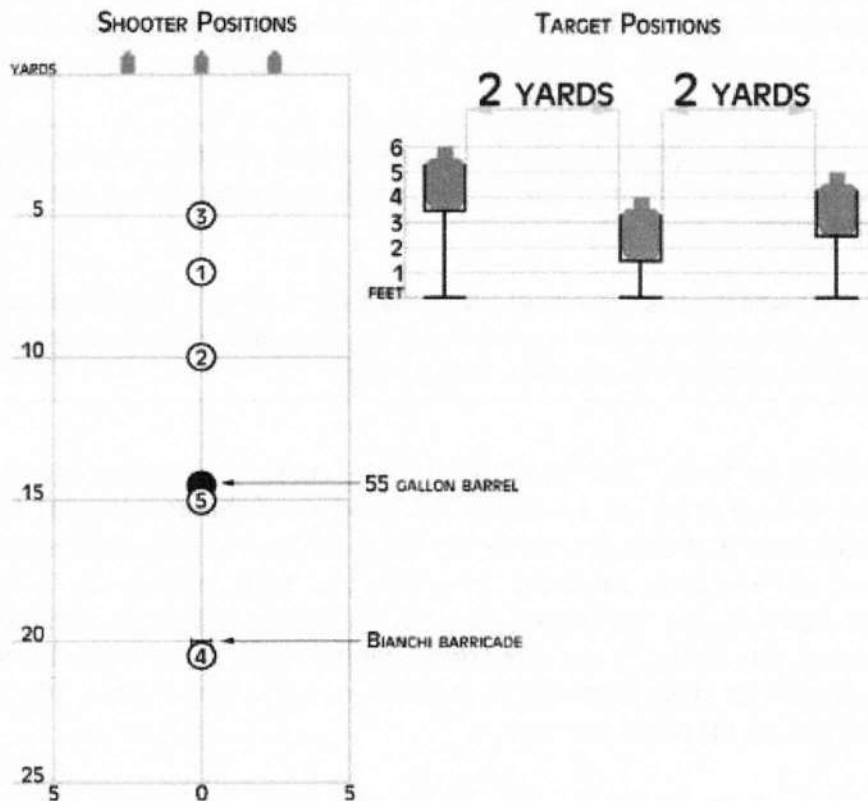
IDPA Classifier (continued)

Stage Three is conducted between 15 and 20 yards.

String	Position	Instructions	Shots
1	4	Draw and fire two shots at each target from either side of the barricade. Reload from retention and fire two more shots at each target from the other side.	12
2	4	Draw and fire two shots at each target from either side of the barricade. Reload from retention and advance to position #5. Fire two shots at each target from either side of barrel.	12

While the IDPA Classifier is not flawless, it does offer a solid balance to the FBI Qualification, requiring the successful engagement of multiple adversaries in the same limited time span. In order to class "Master" you need to shoot all stages in an aggregate time of 89 seconds or less. To class "Expert," you'll need to complete all stages of fire in an aggregate time of 89.01 to 109 seconds.

When used in conjunction with the FBI Qualification, it offers a solid **minimum** standard of performance with the fighting handgun.



Fight to the Gun

If we look at the FBI annual reports on crime statistics, or pretty much any gun magazine article written in the last twenty years; from gun shop counter tales, to Internet gun porn forum braggadocio, every “expert” knows that “most” defensive shootings occur inside of nine feet. When then, do so many people, from local range Nazi, to NRA basic firearms instructors, to IDPA course designers—and even defensive shooting instructors—insist on shooting all or most of their training and practice drills at distances closer to 10 meters?

The first reason is that many people—incorrectly—believe it is harder to shoot accurately at longer distances with the pistol, than it is to shoot at combative distances. The theory is, if you can shoot accurately there, then the carryover to closer ranges is simple. While this is true, it is also decidedly misleading. It is, obviously, harder to shoot accurately at a longer range, but the demands are not the same as those made at combative ranges, where fighting to acquire the ability to draw the gun is the most important skill.

The more realistic, honest reason is that people are scared as shit to train for realistic combat handgun use. This fear is not grounded in their inability to hit the target—after all, shooting at contact distance is cake. It's not even based on a fear of accidental wounding as a result of shooting from retention positions. On the contrary, this fear is completely, 100% grounded in the realization that if you train at realistic ranges, you very quickly begin to realize that simply being able to shoot well is inadequate. It's easy to teach someone to shoot well. It's even easy to teach someone to shoot fast. It's easy to learn to shoot well and fast. It's not easy to teach—or to learn—to gunfight, because the root word of “gunfight” is not gun. It's “fight.” The frightening truth, for the “I've got a gun, so why do I need to fight?” crowd is that if you don't know how to fight, you may never get your gun into action. Most people in middle-class America just do not know how to fight, regardless of their hubris.

It's important to point out that one of the major defensive shooting instructors—I believe it was Tom Givens, but I could be mistaken—has conducted something like 60 interviews with former students who used their firearms in real-world defensive applications.

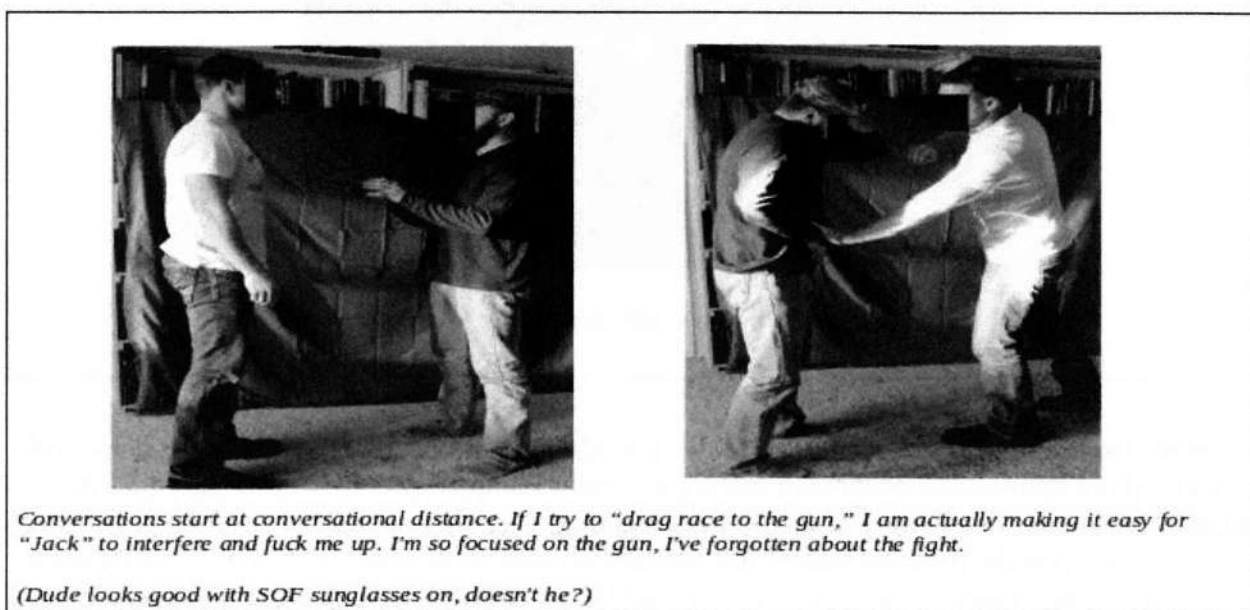
In his interviews, almost none of the interviewees had actually had to fight to their gun. Their situational awareness, and willingness to risk going to guns prematurely, solved the problem before the fight actually started. This does not disprove the premise—as we will see—that you need to be able to fight.

Dennis Tueller, created of the famed “Tueller Drill,” or “21-Foot Rul,” demonstrated that the average man can cover 21 feet or more in around 1.5 seconds. A good pistol shooter, drawing from concealment, even back then, was able to consistently draw and fire, in around the same time frame. An above average shooter, as we've seen, can break the one second mark consistently. Of course, that is off a timer, when you are expecting the “go” signal. In the real world of self-doubt, and the vagaries of poor lighting, uncertainty, and denial, it can take considerably longer, because you have to factor in the reaction time for the shooter to make it through at least one complete revolution of the OODA Cycle, before he even begins getting his pistol into action.

If it takes 1.5 seconds to to cover 21 feet, how long does it take to cover nine feet? What about two or three feet? Conversations don't happen at 21 feet. Conversations happen at conversational distance. Can you draw and shoot before someone can cover two feet?

It doesn't matter who you are, if the adversary can get his hands on you, before your weapon reaches a retention position, he can fuck up your draw and presentation. It doesn't require being a bad ass former SOF soldier. An eight year old, armed with a bad attitude, a kitchen knife, and a little bit of fear or determination, will ruin your week, if he can get his hands on you. It's not that difficult. If you don't know how to fight—especially when guns and knives are part of the enemy's planning—you're not going to get your gun into the conversation.

Can you execute your flawless, sub-one second draw when a bad guy is blowing decayed tooth and meth breath into your face, as he's slugging you in the mouth, and grabbing your gun wrist? Can you execute your flawless, sub-one second draw when a steroid-shooting, iron-pumping bad buy is banging lefts and rights, crushing your facial bones with every blow? Can you execute your flawless, sub-one second draw, after a scared soccer mom blind-sided you with a tire iron, and is sitting on your back, smoking you in the back of the head?

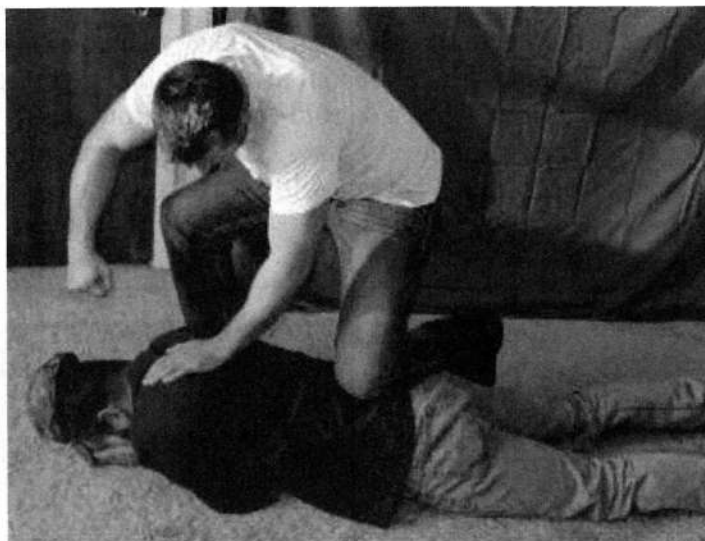


That is why "training" so often happens at "long" distances. It's a lot easier to stand and punch holes in paper at ten meters than it is to admit that you need to be willing to hit people, get hit, and get sweaty and exhausted while learning to do both. No sane person "likes" to get hit. Only an idiot would enjoy it. If you claim that you like getting hit, you're a moron, a liar, or are in serious need of psychiatric counseling. Unfortunately, we don't get to determine what the fight will be, so we have to face that fear and learn to live with the necessity of learning how to eat or punch or ten, before we worry about getting our pistol out.

If you can wean yourself off the Hollywood and pulp-fiction fantasy of the High Noon shoot out, and learn to understand that "the fight will be what the fight will be," you can begin to overcome the hesitancy, and learn to employ your clandestine-carry appropriately. There are a couple of fundamental issues that come into play, when you start focusing on the gun, rather than on the fight.

The fact is, as we've established, the most important fundamental is that you need to be able to fight.

This involves more than just the black belt's knowledge of HOW to fight. It involves actually, physically and mentally, being able to fight. Are you able to feel someone else's facial bones fracture, splinter, and crush under your knuckles? Are you able to plant your thumb in his eye and feel the fluids and jelly-like consistency of viscous fluids as you gouge it out of his skull? Are you able to deal with the tactile sensation of his bones shattering as you break an arm or a leg?



How's that sub-second draw working out for me now?

Are you able to eat a punch, delivered with skill, precision, and force, by someone who's delivered hundreds—if not thousands—of them in real fights, and is completely convicted in his belief that his punch will crush your face? Are you able to keep fighting, even as you feel your eyeball get popped out of your skull, despite the pain and terror? Are you able to shut out the pain and fear of feeling—and even hearing—your bones break in your arm or leg? Can you suffer through all of that, and still be able to punch, kick, grapple, or even just bite your way to survival? What if the guy you're fighting has spent six of the last eight years in a penitentiary, and the other two fighting semi-pro mixed-martial arts at the local gym?

The value of mixed-martial arts type training for combatives is not in serious contention among any of the legitimately expert trainers I know. This is not because “94.37% of fights go to the ground.” It's because, when you're dealing with a fight, in a weapons-centric environment, you have to maintain positive control of your weapon, while hopefully, keeping the enemy from accessing his own. The surest way to do that is by controlling where his weapons are. Grappling allows you to do that.

Of course, knocking his head off, or crushing his skull with a solid, well-placed left hook, would do so as well, but can you actually pull that off, for real? Unless your striking-based combatives system is boxing, kickboxing, or some other combat sport that actually allows you to throw full-power punches at an actual, living, breathing, moving opponent, and you've actually managed to knock a guy out in training, then you don't actually know that you can do it. A conceptual understanding that you should

be able to KO someone with punches is strictly hypothetical until you've actually done it. Placing your personal security in the hands of faith is ludicrous.

No one—especially a man, and more especially a man in the survivalist culture—wants to have to admit that they don't know how to fight. It's a John Wayne cultural thing. Not knowing how to fight—or being able to fight—is just a prerequisite to being a man. This hubris is dangerous.

I have a friend. “Drew” is a long-time shooter. He's been in classes with me, and has successfully competed in “sniper” competitions. A couple months ago, he decided to do a ride-along with his local police department. The first call of the night was a pedestrian v. motor vehicle accident. The victim's head had been caved in on one side and the back, leaving blood and brain matter on the hood of the vehicle and pavement. The corpse was surrounded in a rapidly growing pool of blood when Drew and his host arrived.

It was the first dead—or even seriously injured—body that Drew had ever seen.

That was a very educational experience for Drew. When he was done throwing up in the bushes, had wiped his tears away, and finished cleaning himself up, he promptly called his wife and had her come pick him up and take him home. He had learned that perhaps he wasn't the natural born fighter he thought he was.

There's nothing wrong with this, and this story does nothing to detract from Drew's manhood. He found out what he could deal with and what he could not deal with. That's important, if you're going to overcome those limitations.

Don't hide behind hubris. Learn what you don't know.

The same of course, goes for the so-called “gutter fighting systems,” that focus on eye gouges, biting, and other esoteric techniques. Eye gouges and related methods might make a good “flash bang” type of technique, intended to create an opening to do something more effective, but relying on it to finish a fight is a good way to end up with the adversary pulling your arm off and beating you to unconsciousness with it.

I'll just bite them!

Look, we all know getting poked in the eye sucks. Anyone with kids knows that getting bit sucks. I'm not opposed to shoving my thumb in some fucker's eye and trying to scramble his cerebral cortex. I've bitten people in fights. When the fight is “anything goes,” well, then, anything goes.

I've had a lot of guys stick their fingers and thumbs in my eyes, trying to end a fight. My younger brother used to do that shit—and biting—when we were teenagers. I've still got 20/15 vision in both eyes... I bit a dude in a fight once, right before he dropped me on my head on the pavement.

Any junior high wrestler has been fish-hooked, and hit in the balls. It doesn't end the fight. Don't rely on shit that you can't empirically prove will work.

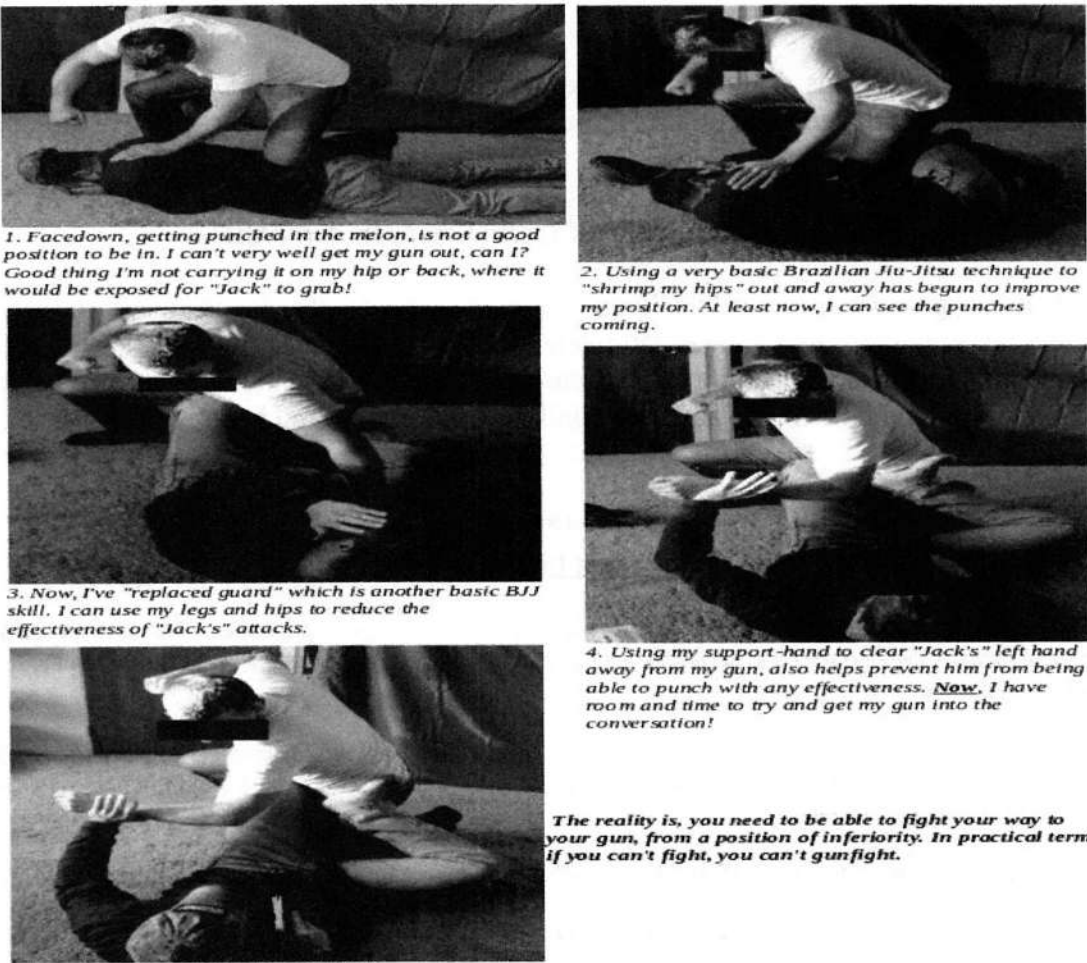
Grappling-centric systems, on the other hand, allow you to practice the actual, exact techniques you

will use to control and disable an actual, living, breathing, moving, resisting opponent. It's very empirical, and inherently unemotional. Either you can control the other guy long enough to get your gun out, or do you need to train and practice more?

Once you've mastered the fundamentals of basic clandestine-carry handgun use—drawing and firing from various regular positions, accurately and fast—at least 75-80% pf your handgun training should be from retention, within a couple of feet. A functional level of combatives ability will be more important than being a Master-level IPSC shooter.

Of course, most of us don't have the time or the inclination to go spend ten hours a week in the gym, learning to fight. If all you can do is spend an hour or two per week training with your family, training partners, or preparedness group though, you're going to be better off than if you don't do any combatives training.

In those circumstances, one option is to just make shit up as you go. Someone in your social circle has been in a fight, at some point in their life. Most of us have watched a boxing match or an MMA match, and lots of people got to wrestle in high school and/or college. You'll probably get a little way along the path.



1. Facedown, getting punched in the melon, is not a good position to be in. I can't very well get my gun out, can I? Good thing I'm not carrying it on my hip or back, where it would be exposed for "Jack" to grab!

2. Using a very basic Brazilian Jiu-Jitsu technique to "shrimp my hips" out and away has begun to improve my position. At least now, I can see the punches coming.

3. Now, I've "replaced guard" which is another basic BJJ skill. I can use my legs and hips to reduce the effectiveness of "Jack's" attacks.

4. Using my support-hand to clear "Jack's" left hand away from my gun, also helps prevent him from being able to punch with any effectiveness. **Now**, I have room and time to try and get my gun into the conversation!

5. Now, I get to shoot the son-of-a-bitch!

The reality is, you need to be able to fight your way to your gun, from a position of inferiority. In practical terms, if you can't fight, you can't gunfight.

Unfortunately, the chances are pretty significant that the direction you will go is the wrong way. A better method is to attend some training clinics from guys like Cecil Burch of Immediate-Action Jiu-Jitsu or Paul Sharp's Multi-Disciplinary Optimization Course. Either of those two guy of course, will tell you that the leading voice in this training realm is Craig Douglas of ShivWorks, the developer of the ECQC program and concepts. If you cannot attend a training clinic from any of these inarguable experts, they can at least put you in contact with people closer by you that offer the same type of material.

Conclusions

We can stand on the range and practice shooting at bulls' eyes and silhouettes all we want. It's useful training in the fundamentals and mastering the fundamentals is never a bad thing. We can fantasize about being The Virginian, staring down the black hat-wearing Trampas and other ne'er-do-wells on Main Street, at High Noon. We can even focus on our combat rifle skills, facing down hordes of cannibalistic San Franciscans.

In the context of the underground partisan however, dealing with the increasing violence and crime of the failing state paradigm, you'll be best served in mastering the clandestine-carry use of your fighting hand-gun. Master your handgun and master the skills you need to get it into the fight. All things being equal, an aggressive, offensive mindset, and being big and strong and fit will go a long ways towards victory, but without the skill to use the pistol effectively, the big, strong, fit guy needs to remember,

“God made men, but Sam Colt made men equal!”

Paul Sharp's MDOC can be found on-line at the **Sharp Defense** Facebook page, or at <http://www.sharpdefense.me>

Cecil Burch's IAJJ can be found on-line at the **Immediate Action Combatives** Facebook page, or at <http://www.iacombatives.com>

Craig Douglas of Shivworks can be found on-line at <http://www.shivworks.com>

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Chapter Nine **Everybody Loves Leftovers!**

“A guy who has 100% confidence in his ability to use his—or any—weapon, doesn't have to worry about his personal safety. He can concentrate on his mission.” --MG John Singlaub

Combat Rifle For the Underground Partisan

It is an oft-cited cliché that “your pistol is only there to fight your way back to the rifle you shouldn't have left behind in the first place.” As true as we wish this were, the simple reality is that in an urban, enemy-controlled area—what we call a “non-permissive environment” or NPE—the idea that you are going to have the opportunity to gallivant around with your favorite, tried-and-true, \$2500 Noveske M4 with the \$1500 optic atop it, is somewhat ludicrous.

Instead, history shows us that, regardless of the level of preparedness of the underground, their external support—or lack thereof—and extreme efforts to procure arms prior to the commencement of hostilities, even more than the rural guerrilla paramilitary force, the urban underground, when they need a rifle, are generally stuck with “whatever they can get their hands on.” This can range from “battlefield recovery” of weapons carried by enemy forces killed by the underground, or purchased on the black market from those soldier and police officers or the “fences” who stole them, to whatever old guns can be procured from supportive members of the civilian populace.

A November 2012 Congressional Research Service report found that—as of 2009—there were approximately 310 million firearms in private hands in the US. Of these, a little over 1/3, or 110 million, were rifles. At the same time, during the landmark Heller v. DC Supreme Court hearings, NRA research coordinator, Mark Overstreet reported that, from 1986 to 2007, at least 1,626,000 AR15-variant rifles were produced in the US and not exported.

Another, unrelated, analysis claims that over 2 million AR15-variant rifles were produced by US manufacturers from 2000-2010. Most estimates believe there are currently somewhere between 2.5-3 million AR15-variant rifles in private hands in the US. At least one estimate however, admittedly on the liberal, vehemently anti-gun Slate website, puts the number closer to 3.75-4 million.

Regardless, whether we accept the higher number of 3.75-4 million, or the more conservative 2.5-3 million, when compared to the total of 110 million rifles in the US today, it becomes readily apparent that, as popular as AR15 rifles are, they are still a small drop in the bucket, next to other varieties of rifles, ranging from other magazine-fed, semi-automatic, military-style rifles, to your Uncle Bob's hunting rifle. Estimates on the total number of “military-style” rifles in the US range from 20-30 million.

What this means to the underground partisan of course, is that, if you find yourself procuring arms for security through purchase or barter on the “black market” from the local civilian populace, there's a pretty solid chance you're NOT going to end up with an AR15-variant.

It is no secret to regular readers of the Mountain Guerrilla blog, or of the first volume of **The Reluctant Partisan**, that I am more than satisfied with the combat performance of Eugene Stoner's masterpiece, in its modern incarnation as the M4 carbine variants. It worked for me, and it has worked for a lot of other American fighting men, with little or no problem. I have long held the belief that the vast majority of people who complain about the supposed deficiencies of the AR15 rifle are not combat veterans, and have never carried the weapon in combat. Most are erroneously parroting the complaints of the early Vietnam generation, about hiccups in the adoption process that occurred for a very brief period in the mid-1960s and were remedied as fast as they were discovered. They just don't know what the fuck they are talking about. The rifle—in all of its variations—has proven reliable under a broad range of environmental conditions, contrary to popular mythology, and has killed a metric shit ton of little brown people, all over the world.

That having been said, there are still a lot of people around the world, and even in the United States, who simply do not trust this proven platform, for various reasons, myopic or legitimate. Nothing that I, or anyone else, can say will alter their biases. That's okay. As retired SFOD-D operator Kyle Lamb (SGM, US Army, retired), points out in his book, **Green Eyes and Black Rifles**, “...any assault or combat rifle system will do...You must be able to depend on the weapon you are carrying and your ability to operate it.” Fortunately, there is a wide variety of combat-effective rifles to select from, in the hands of the citizens of the United States. It is critical for the underground partisan to have more than a passing familiarity with the most common of these, since for him or her, “run what you brung,” will often boil down to “run whatever the Hell you can get your hands on!”

Due to space and time constraints, within this manual, we will focus on what I have found to be the three most common, non-AR15 variant, fighting rifles in the hands of “preppers” and survivalists in America: the AK47/AKM/AK74, the FN/FAL, and the M1A, semi-automatic only variant of the “venerable” M14. Fortunately, as readers of Volume One will quickly realize, what we offer is a SYSTEMIC approach to handling the rifle that can be applied to ANY magazine-fed, semi-automatic rifle of military utility. While you will recognize certain weapon-specific modifications to the techniques, the underlying principles remain the same, across weapons. This means, by mastering one, you can very quickly, very easily, adapt these methods to ANY rifle of similar design.

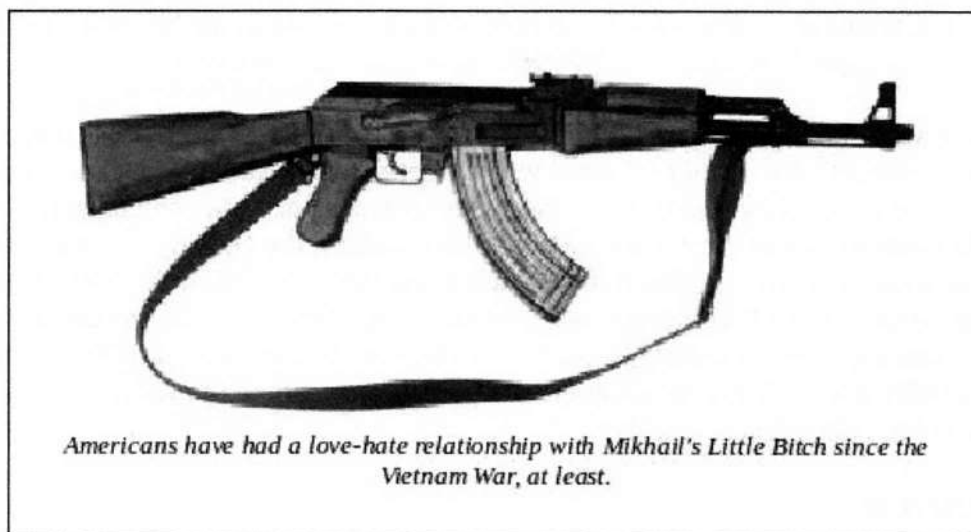
Mikhail's Little Bitch

The *Avtomat Kalashnikova* family of weapons, whether the original, milled receiver AK47, the later stamped metal AKM, or the AK74, is fundamentally the same weapon, from a manual-of-arms, user standpoint. While the mythology espoused by the Communist Party of the former Soviet Union—and conveniently parroted by even the most ardent anti-communists of the Cold War—was that that AK47 was the product of the brilliant mind of a young Soviet tank sergeant named Mikhail Kalashnikov, more in-depth study of those Soviet-era records that are available, as well as an educated look at German weapons designs of the Wehrmacht in World War Two quickly leads anyone capable of rational thought to the understanding that the rifle system was actually a result of a small committee—of whom SGT Kalashnikov was the token proletarian—reverse engineering the German *sturmgewehr*.

It is often considered the “first” intermediate-caliber carbine, again conveniently ignoring the

contributions of the Wehrmacht's weapons engineering.

The “kalash” was produced in the millions, both for use by the Soviet Army, and for export to allied government and non-government forces during the Cold War, in the epic “People's Struggle” against the “evil capitalist” oligarchy of the West. For its purpose, it was a masterpiece of engineering. If you need a rifle that you can hand to some illiterate, Third World peasant, who may have never even seen a “modern” rifle before, and have only 10-15 minutes to give him a brief introduction to how to operate the weapon, and expect him to use it at a reasonable level of competence, you'd be hard-pressed to do better than a Kalashnikov.



Of course, the Bolsheviks being what they are, the general idea of their block of instruction generally focused on “Don't point the gun at officers or the commissar,” followed by instructing the privates to conduct human wave type assaults into the maws of the Western machine gun positions. Remember, it was “Uncle Joe” Stalin who famously stated that “quantity has a quality all its own!”

The AKM (since almost every American-owned example I've ever touched was an AKM-variant, and the AK74 is just a smaller-caliber adaptation of the AKM, I will hereafter refer to all variants as the AKM, unless I am discussing a specific variant) is—as a select-fire, gas operated, piston system rifle with a rotating, two-lug bolt. While the AK74 fires a 5.45x39mm round designated the M47, the older rifles fired the 7.62x39mm M43. This round has roughly identical external ballistics to the long-lived, much-loved American .30-30 Winchester cartridge. While it is possible, with much practice, to get “minute-of-man” hits out to 200 meters and further, it is generally recognized as a 150 meter or closer cartridge (for instance, I can hit c-zone steel plates at 100 meters, from the standing, with my AKM, all day long. If I step it back to 200 meters though, I'm lucky if I can get 75% hits, from the prone). The sights, a simple V-notch rear, with a protected front sight post, are a throwback to the 19th century, long after the rest of the arms-producing world had advanced to the far faster, inherently more accurate rear aperture sight model.

The overall length of the AKM is just under three feet, at 34 inches, or 87cm. The unloaded weight of the carbine, with the magazine, is 6.9 pounds (9.5 pounds for the AK47). Magazines are commonly

available in 20-, 30-, and 40-round designs, in metal, plastic, and a synthetic “Bakelite.” More modern magazines in high-impact polymers are also available in the US from companies like US Palm and Magpul. It is also possible to fit a 75-round RPK drum in most AKM receiver magazine wells.

What is often overlooked by the “AK47 is the greatest fighting carbine of the 20th century!” crowd, is that the Soviet Army was no less guilty than the US military, of expecting any future wars that they would be directly involved in, to involve mass-on-mass confrontation along the Western European front. While the Soviets did export millions of the weapons to Third World cesspools, the primary purpose of the weapon was defense of the Motherland in Europe. It was designed for a bunch of Soviet-bloc peasants, barely literate, conscripted into the role of cannon fodder for the Central Committee of the Communist Party (CCCP), to hold against their hip in the “assault fire” mode, and spray at the dastardly capitalists, as they advanced forward, on line, en masse.

Regardless of the shortcomings of the AKM however, it is a legitimately stout little rifle, and can be extremely effective, especially in built-up areas where intermediate- and long-distance ranges are not the primary factor of concern. Within the 100-200 meter distances of most combat, and especially within the <100 meter distances most often seen in urban conflict, the ballistics are more than adequate, and some would argue, actually superior to that of the 5.56x45mm NATO of the AR15 (Personally, I'm not one of those people. As a SF Team Sergeant told me once, “The AKM has wounded more corn-fed American boys than any other round in history!” Hyperbole aside, there's a lot of Truth underlying that statement.) It is IMPERATIVE that the underground partisan know how to run an AKM at a journeyman's level of competence, at least.

Freedom's Right Arm

The “Fusil Legere, Automatique,” (FAL) or “Light Automatic Rifle,” from Belgium's Fabrique Nationale (FN) is most commonly referred to by its acronym FAL or FN/FAL. It was famously adopted by over 90 nations, even as the US tried to foist the M14 off on its allies instead.



A gas-operated, piston-driven system, with a tilting breechblock locking mechanism, the FAL was originally designed, in 1946, to fire the Wehrmacht's 7.92x33mm cartridge. During post-war testing, when the British Ministry of Defense (MOD) deduced the superiority of an intermediate-caliber cartridge over the so-called “rifle caliber” cartridges for the individual rifleman, they worked in collaboration with FN and designed a FN/FAL in the short-lived .280 British caliber. Later, pressure from the US military—specifically the US Army Ordnance Board—resulted in the transition to 7.62x51mm, in 1951.

The FAL ranges in weight from 8.4-13.1 pounds, and in length from 29.4 inches (“Para” models, with

the stock folded) to 44.3 inches (full, overall length of the basic FAL, with fixed stock). 20-round magazines are the most common, although 30-round magazines have been produced, and there is a mythic 50-round drum supposedly available. I am loathe to admit, I've never actually seen a 50-round FAL drum, although I don't doubt its existence....much. I'd sure as shit hate to be the poor bastard that tried to carry it though.

It is a little known secret that—aside from the M4, of course—the FN/FAL is probably my personal favorite fighting rifle of all time. Even in its “Para” models, with shorter barrels and folding stocks, it is a big, ugly bitch with an unnecessarily powerful cartridge. A loaded FAL mag of 20 rounds weighs 1.5x what a loaded M4 magazine with 30 rounds weighs. Nevertheless, it is the classic post-war fighting rifle of anti-communism. I grew up reading articles in ***Soldier of Fortune*** magazine, about mercenary units in Africa fighting the good fight, all of the men in the photos famously equipped with the FAL. It would almost communist to NOT love the FAL.

In his perennial favorite, ***Boston's Gun Bible***, would-be expert “Boston T. Party” calls the FAL “a very fine rifle—rugged, reliable, and accurate.” He goes on to point out that the only real deficiencies he sees in the FAL are sights and triggers. While these are relatively valid considerations, “Boston,” in his Appleseed program “expertise,” overlooked one major criticism of the FAL that actually has more impact on its accuracy than either the sights or the trigger. Because of the falling breechblock locking mechanism, and the way it rides in the gun, most people who actually shoot their FAL under combat-like conditions quickly discover the disturbing tendency of impacts downrange to climb up and left between 4-6MOA between the first shot and the fourth or fifth shot, as the gun heats up and metal begins expanding, changing the dimensions and pressures of the weapon's internals.

This doesn't change the overall usefulness of the gun, but it does add on to some of the other “flaws” of the gun that make it less than the ideal it is often perceived as. Despite its adoption by almost a hundred nations worldwide, this was more a result of good marketing by FN, and the adoption of the weapon as the NATO standard (a concession by the US in order to get approval of the adoption of the 7.62x51mm as the NATO standard cartridge, even as numerous studies amongst allied military forces—and our own—clearly demonstrated the superiority of an intermediate-caliber cartridge for dismounted infantry forces), than any inherent superiority of the weapon itself. Despite the very real fact that it was the best option available in 1952—as we'll discuss below—handing a 10-pound rifle that is 3 ½ feet long, to a malnourished conscript in the Third World who probably weighed 105 pounds (if he was a little “porky”) and stood 4 ½ feet tall, is—at least in my book—borderline cruel and unusual punishment.

For an adult westerner, its not particularly heavy, at least when comparing the basic rifle to a fully-kitted out M4 with lights, lasers, and optics, and it's a reasonably ergonomic rifle, as far as weapons science and ergonomics went in 1940s and 1950s technology. Variants like the “Para” models, with shorter barrels and folding stocks, make the gun even handier, although it retains its weight deficits when you add optics and lights.

The only real drawback to the FN/FAL is the 7.62x51mm caliber, and that's not the fault of the Belgians. That is a result of the corruption and myopia in the US Army Ordnance Board of the 1950s.

The American Abortion

Recognizing that I'm stomping on sacred mythology, I don't know if the M14 (and its civilian, semi-automatic only, M1A versions) is actually the WORST fighting rifle in American history, but it is

damned sure the biggest abortion of a rifle adopted by the US military in the 20th century.

Wait, did I really just say that? HOW DARE I???

The M14 was a piston-driven, gas-operated select-fire rifle (semi-automatic only in the M1A civilian version) with a rotating, locking bolt. It weighs 9.2 pounds, unloaded, and 10.7 pounds with a loaded, 20-round magazine. Overall length is 44.3 inches.



The M14 was fundamentally nothing more than a redesign of the M1 Garand of World War Two and the Korean conflict, allowing for select-fire and a detachable box magazine. The replacement of the eight-round, en bloc clip of the M1 Garand, with a detachable box magazine meant that the .30-06 cartridge needed to be replaced with something more amenable to this feeding mechanism.

Initially termed the T65, the new cartridge was a .30-06 with a shortened case. Advances in propellant powder technology allowed designers to maintain almost identical ballistic and energy performance as the .30-06. The T65 eventually became, due to the pressures of the US Army Ordnance Board, the NATO standard rifle round for several decades, even after the US had moved to 5.56x45mm.

As mentioned above, the M14 went head-to-head with the FAL in service rifle competitions conducted by the Infantry Board at Fort Benning, Georgia in the early 1950s. Those tests found that the FAL—then still designated the T48—was easier to strip and clean, as well as more resilient to dust and other contaminants. It wasn't until the winter tests of 1953-1954, conducted in the Arctic, that the M14/T44 seemed to edge ahead. This was a result of Springfield Armory—with the collusion of the Infantry and Ordnance Boards—spending several weeks redesigning their weapon, without allowing FN the opportunity to make similar modifications. Within a year or two, and certainly prior to the adoption of the T44 as the M14 in 1958, FAL had similarly modified their design to function more reliably in winter conditions.

The standing, historical argument for the malfeasance of the Ordnance and Infantry Boards, was the desire to maintain a US-made rifle for US forces. The problem with this argument is that FN had already offered the US free license to produce the FAL for use by US forces, without license fees. Instead, they decided to adopt the M14 in 1958-1959, even though the Army didn't receive the new rifle until 1961, and the Marine Corps had to wait until 1965.

So now, we have the US military adopting a 10.7 pound rifle that is almost four feet long, with no provision for shortening the weapon and making it more ergonomic and infantry friendly. Truthfully however, there is one great advantage to the adoption of the M14 over the FN/FAL for the American military. Despite the issue of the M14 beginning in 1961, by 1965, the US Army was issuing the M16 to Vietnam-bound forces. Meanwhile, the rest of the western world held on to their FN/FAL until the 1980s and later. Special Forces and MACV/SOG veterans of Vietnam that I've talked to, greatly preferred the M16 and the later XM177/CAR15 variants to the M14 for their missions, due to the lighter weight, handier nature of the carbine-sized weapon, and the reduced weight of the ammunition.

Unfortunately, there are a lot of older gentlemen (and I use the term advisedly) whose memories may not be quite what they once were, who insist that the M14 was—and is—the unquestionable superior of the “Mattel Space Gun.” They point to the re-issue of these rifles in Afghanistan in the Squad-Designated Marksman (SDM) role, as evidence of the inferiority of the M16 and the 5.56x45mm cartridge, despite the move by all serious military service rifle competitors in National Match competition to AR15 variants, and the reality that the M14 was only pulled out of mothballs because of birthing pains at Knight's Armament with the SR-25 sniper weapons system. The simple reality is, while the lethal efficiency of the 5.56x45 will continue to be debated, it is inherently superior to the 7.62x51mm for the light infantryman, if for no other reason than the weight savings. A loaded 20-round magazine of 7.62x51 for the M14/M1A weighs a full 1.5 times what a loaded 30-round magazine for the AR15 weighs. For the weight of 40 rounds of 7.62x51mm, I can carry 90 rounds of 5.56x45mm...That's a pretty significant difference, in my opinion, especially when I take the time to consider that everyone I ever shot with 5.56x45mm....is still dead.

Despite the shortcomings of the M14/M1A, the fact is, there is a metric shit ton of them in the hands of survivalists and preppers who spent more time reading **Boston's Gun Bible** and Mel Tappan's **Survival Guns** than they did actually shooting different rifles and participating in realistic combat rifle training, from people who actually know what the fuck they are talking about. It is imperative that any serious partisan, especially those who expect they will be operating in denied, enemy-controlled areas, to know how to operate this rifle effectively.

Regardless of what rifles you end up getting your hands on however, the fundamental skills required to run a gun in combat, effectively, remain basically the same.

Fighting is About Killing

The purpose of the rifle, in the hands of the partisan, is to engage and kill—directly or indirectly—armed enemy combatants, with precision, aimed, rifle fire. Your individual ability with the weapon you use is one of the most fundamental measures of your effectiveness and survivability. Whether you are operating alone in self-defense, or as part of a small cell or team in the offense, if you expect to be effective, you will have to possess both the ability and the will to project lethal force on the enemy.

Traditional military marksmanship is based on competition target shooting, As I pointed out in Volume One, that's not a bad thing. People who compete in National Match competitions tend to shoot very, very well. There are significant applications of sporting skill with the rifle to combat effective shooting. It is important to spend significant amounts of training time learning the fundamental of marksmanship, and returning to them during your practice in an attempt to continue improving, throughout your training. This “square-range” work teaches you how to use the weapon for its intended purpose—killing people—in the most efficient manner possible.

Unfortunately, things are seldom so cut-and-dried. With the obvious exception that the intermediate goal is to place very small, high-speed projectiles into a relatively precise location on a target some distance away, the exact correlations between combat shooting and competition marksmanship are relatively few. In contrast, the correlations between competitive “tactical” shooting, such as IDPA/IPSC and 3-Gun competition and combat shooting are significant.

“Practical” shooting competition and training will teach you to zero your weapon at an effective “battlefield zero” range, how to engage single and multiple targets at various ranges, from the most appropriate firing positions, while stationary and/or moving. It will teach you to get your gun back into the fight, whenever the gun stops running—and for whatever reason the gun stops running. It will teach speed/emergency and tactical reloads, as well as immediate and remedial actions to clear malfunctions as quickly as possible. It should also teach you when to ignore the malfunctioning weapon and simply transition to another method of killing the bad guy.

Your training has to emphasize precision marksmanship and mastery of the fundamentals of marksmanship, not as an end in itself, but as a necessary prerequisite to making solid, fight-ending shots on minimally exposed targets, under real-world conditions. A professionally trained gunman should be able to engage single or multiple hostiles at any practical range, quickly and efficiently, through the application of the fundamentals of marksmanship and good gunhandling.

The Fundamentals of Marksmanship

The fundamentals of marksmanship fortunately, do remain the same. They are, after all, **FUNDAMENTAL!** It is the execution of these fundamentals that changes somewhat in battlefield application.

The specific number of necessary fundamentals changes from time-to-time and instructor-to-instructor, but when I am shooting and/or teaching, I stress seven fundamentals: consistency, solid firing position, natural point-of-aim sight alignment/sight picture, breathing, trigger control, and speed of execution. In my experience, these six fundamentals will, regardless of shooting problem you face, and weapon you are handling, provide a solid remedy to shooting accurately.

Consistency

Shooting is a mechanical occupation. If you don't have the machine—the firearm—then you're not shooting, you're just throwing really little rocks. As any machinist can tell you, for best performance, you need to address the operation of a machine in a consistent, mechanical manner. If consistency is lacking, you will lack consistency in the final result as well. From a solid firing position to your sight picture/sight alignment, to breathing and trigger control, if you always apply every single fundamental the exact same way, every single time, you will achieve accuracy. If you can perform with consistency—doing everything the exact same way, every single time—you will also perform faster. You won't have to think about what you are doing, and you won't have to consciously adjust and re-adjust your fundamentals and position behind the gun, in order to get it right, and get hits.

THIS CANNOT BE STRESSED ENOUGH!!! DURING YOUR TRAINING AND YOUR PRACTICE, YOU MUST FOCUS ON DOING EVERYTHING THE EXACT SAME WAY, EVERY SINGLE TIME, when it comes to the fundamentals of marksmanship.

Solid Firing Position

In order to achieve consistency, you have to provide the machine—the rifle—a solid platform to rest on. If the gun is moving around uncontrolled, it is going to be awful difficult to shoot with consistency. Your firing position must demonstrate three inherent qualities in order to be consistent and effective: it must be stable, solid, and durable.

Your position needs to be stable enough to reduce any movement of the weapon that would negatively impact accuracy. Unlike the competition target shooter, who is required by the rules of the game to shoot from prescribed positions of varying levels of stability, as a test of his marksmanship, you should make a conscious decision to “cheat” by acquiring the most stable position that the situation will allow. After all, “if you ain't cheating, you ain't trying.”

Practically speaking, this means that, except under very specific conditions that involve speed shooting demands at extremely close quarters, you should always strive to support your firing position with the use of some sort of rest—even if that rest is just the magazine of your rifle.

Your firing position also needs to be solid enough that it is minimally affected by outside factors like the recoil cycle of the weapon. It is both mechanically and physiologically impossible to completely defeat the recoil in a centerfire rifle. Instead, we attempt to mitigate it as much as possible, to try and ensure that the weapon returns to the exact same position at the end of the recoil cycle, as it was in when we broke the trigger. This allows you to run the gun as fast as mechanically possible. A solid firing position is the surest way to mitigate recoil in this manner.

Finally, your firing position must be durable. Whether it takes you five shots to defeat the enemy—or five minutes of shooting—despite the physiological stresses of a gunfight, you must be able to maintain or repeat the position as long as necessary to get the job done. In adopting a position and aiming, the shooter should learn through repetitive practice—of doing the exact same thing, every single time—to adjust his body position so that the rifle naturally points at the target.

In order to maximize the durability of the position, the shooter minimizes the amount of muscular tension required to hold the weapon in position. This is achieved through shifting your entire firing position in an effort to make your natural point-of-aim (NPOA) coincide with your desired point-of-impact (POA). Once you have learned your NPOA in any given firing position, repetitive, perfect practice of that position, the exact same way, every single time, utilizing NPOA, will allow you to mount the gun flawlessly, every time. Unlike the competition target shooter, we don't have the luxury of taking anywhere from seven to ten seconds between shots to reacquire our sight picture and prep the next shot. A more durable position will allow you to recover faster between shots.

The first aspect of a solid firing position is a drastic change from traditional competition marksmanship. Unlike the sharply angled position used in the traditional school, we seek to get our body as square behind the gun as possible. This squared position will allow more of your body to absorb the recoil energy of the gun, guiding and directing the energy to the ground, instead of using just your shoulder to absorb the recoil. This goes a long way towards minimizing the movement of the gun during the recoil cycle, as opposed to the more traditional posture.

Second, we need to get our support hand as far out on the end of the gun as practicably possible. The exact hand position on the forearm of the rifle will depend entirely on the shooter's individual

physiognomy, the weapon itself, and the specific firing position. While some bemoan this method of gripping the gun as a “game” trick, claiming that it has no place in “real world” shooting, the fact is, it has been demonstrably proven to allow you to run the gun faster. Regardless of who devised the method, the fact that it works, very well, is what matters.



Notice that, in the classical prone position, the only thing directly behind the gun is the shooter's shoulder. There is nothing supporting the gun during recoil except that small piece of the body and the sky behind. The gun WILL move, a lot.

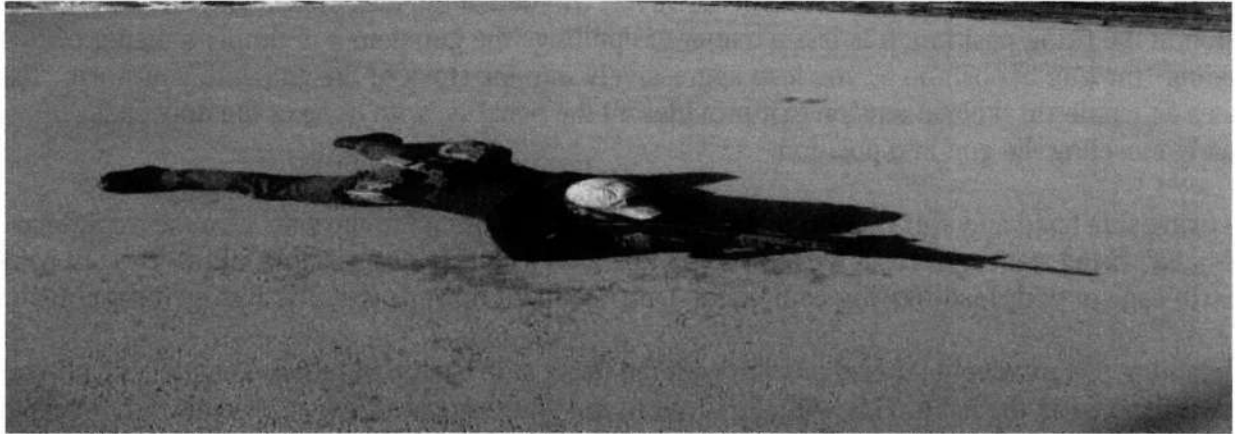


The squared body position of the modern prone position. Notice that the whole body is behind the gun to absorb recoil, and the aggressive, forward position of the support hand.

If your body positions are stable and consistent, the position of your support hand on the forearm of the gun will change from firing position to firing position, but not as much as commonly believed necessary. Simply focus on getting your grip as far out on the gun as feasible, within the limits of keeping your shoulders and hips square behind the gun, within that particular position.

Yes, this support hand position was initially developed within the 3-Gun competitive arena for faster target-to-target transitions, but it has been found by most experienced shooters to also offer significant benefits for recoil mitigation and management as well. It helps reduce the movement of the gun during the recoil cycle, as well as returning the gun to the same position at the end of the recoil cycle as it was in when the shot broke. It actually doesn't matter if your support hand thumb is parallel to the bore axis, wrapped over the top of the forearm of your rifle, or flagged up in the air, as mine is in the photo

on the next page (this was actually a function of the shitty work gloves I was wearing, rather than how my hand normally rides on that rifle, with better gloves or without gloves). My thumb position on an AR15 for instance, is normally wrapped over the top to some degree, whereas when firing a Kalashnikov—especially with iron sights—that's not an option. Therefore, with an AKM, my thumb ends up either flagged up, or parallel to the bore axis.



A different view of the modern prone position, with a FN/FAL. The length of the gun means my support hand isn't as far forward on the gun, but it's still out there, and my body is still behind the gun.

Ideally, what we are looking for with the support hand is that the wrist is aggressively canted forward, and locked into a tight, hard angle, the same as when firing the pistol. Pulling the gun aggressively into my shoulder with the support hand allows you to achieve ample leverage on the gun to help mitigate muzzle flip as an effect of recoil.



The kneeling position with an AKM, showing the same principle of getting as square behind the gun as possible. The kneeling position will also require the support hand to be pulled in somewhat. This is still far more aggressively forward than the typical "Mag Well Grip" advocated by some Kalashnikov "experts."

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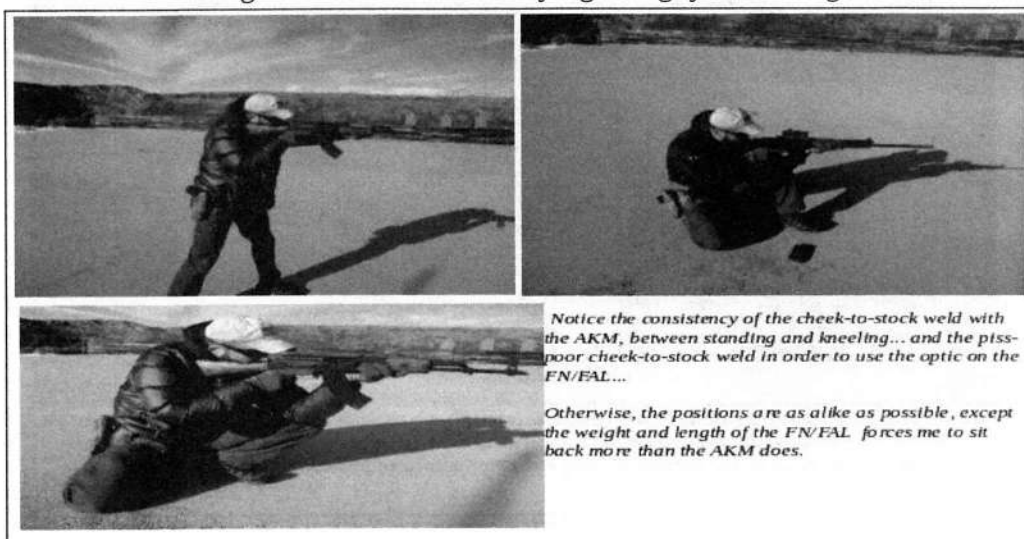
Actively pulling on the forearm of the rifle however, will defeat the idea of reducing inherent muscular tension in the firing position. It is less a matter of “pulling” the gun than it is simply a matter of “holding” the gun in position as you lean aggressively into the stock of the gun with your torso. This creates an isometric skeletal tension that provides all the benefits, with none of the drawbacks of actively muscling the gun into position.

The firing side hand and arm should NOT be stuck up in the air, out to the side as in the traditional “off-hand” firing stance. Instead, while keeping this limb as relaxed as possible, allow it to fall against your rib cage or your load-bearing equipment. Don't clamp it down forcefully. Just let it hang naturally.

Maintaining this relatively relaxed posture with the firing side hand will reduce sympathetic nervous system response in the hand. This will allow you to run your trigger as fast as possible, while reducing the muscle-tremor induced shaking of the body and the gun. Relax....the bad people are only trying to kill you, after all....

Cheek-to-stock weld is the final aspect of firing position that remains a consistent considerations from firing position to firing position. It is—with the exception of consistent trigger squeeze and correct sight picture/sight alignment—arguably among the most important aspect of an of the fundamentals of marksmanship. Even if all other aspects of your firing position fall completely apart, or are incorrect from the start, a proper, consistent cheek-to-stock weld will maintain your speed of target acquisition. If you can mount the gun to—wait for it—the exact same place, every single time, then it doesn't matter if your are using iron sights, a red dot sight (RDS) optic, or a magnified, variable-power scope. You will be as fast as humanly possible, within the limits of your personal physiology.

You are looking at the target, you mount the gun, and the reticle or front sight post is superimposed into your plane of vision on the target...BANG! Dead or dying bad guy downrange.



Notice the consistency of the cheek-to-stock weld with the AKM, between standing and kneeling... and the piss-poor cheek-to-stock weld in order to use the optic on the FN/FAL...

Otherwise, the positions are as alike as possible, except the weight and length of the FN/FAL forces me to sit back more than the AKM does.

Maintaining consistency in your firing positions and between firing positions, as much as possible, will go a long way towards improving your ability to shoot fast and accurately.

Natural Point-of-Aim

In the type of fast, accurate shooting required by modern combat in built-up areas, where friend and foe are often close together, and interspersed with noncombatants as well, the rifle must legitimately become an extension of your body. That is not the New Age, Zen Ninja bullshit it sounds like. The rifleman must learn to relax as much as possible, and learning to make the rifle an extension of your body will accomplish that.

Unnecessary muscle strain or tension will result in trembling that will invariably be transmitted to the rifle. This increases the apparent “wobble” of the sights from the perspective of the shooter. This leads to either a) misses, because your sights have “wobbled” off the target when you break the shot, or b) slower shots, as you take the time necessary to force the gun onto target. Either of these will result in your or your companions dying.

The only viable alternative is to learn to build your firing positions, during training and practice, until the rifle naturally points at the desired point-of-aim when you adopt the given position. To achieve this for practical purposes, you need to be practicing it, every single time you adopt a firing position, from day one.

When training, you must take the time to adjust your body position, before taking a shot, until your NPOA coincides with your desired POA. If you do—the exact same way, every single time—before trying to fire, you will build the neural pathways that eventually will cause you to adopt the “correct” process without requiring conscious thought about the process.

If you have to push or pull the sights onto the target, then you are not using your NPOA, no matter how small the adjustments are. In addition to the aforementioned drawback of inducing muscle tension, this also means that following every single shot, you will be forced to muscle the gun back into alignment, since the gun will “jump” to its natural resting place—your NPOA. This will make you slower, since you'll have to adjust between shots, in order to continue getting hits.

In order to build your NPOA as you are learning, every time you adopt a firing position and sight picture, hold the position. Close your eyes and breathe normally for 3-4 complete respiratory cycles. At the conclusion of the last respiratory cycle, **WITHOUT MOVING YOUR BODY OR THE GUN**, open your eyes and note where the sights are located on the target, in relation to the desired POA.

If you discover that you need to adjust, don't move the gun. Leave your firing side arm and elbow where it is, and move your entire body around the gun, until you've found the correct sight picture again. Repeat the entire process until you open your eyes and see that your sights are still aligned on your desired POA.

You have now achieved your legitimate NPOA for that firing position. By paying close attention to the feel of this position, very soon you will discover that you begin to adopt the NPOA without conscious thought, as you move into a firing position. The critical importance of developing this intuitive sense of knowing and seeking your NPOA for any firing position cannot be overemphasized. This will allow you to achieve the solid, steady, and durable firing positions you need to make solid, combat-effective

hits, as fast as humanly possible.

Sight Alignment and Sight Picture

Sight alignment is both the most critical and least important factor in the actual aiming process. How the fuck does that work? Well, it depends on what sighting method you use, whether or not sight alignment means dick.

With iron sights, sight alignment is absolutely critical. A small error in sight alignment exponentially increases with greater range and will result in misses at relatively close ranges. When using iron sights, sight alignment is the relationship between the rear sight, the front sight, and the target, as seen by the shooter.

Every US military rifle produced and issued in the last century used rear aperture sights. Of all the iron sight designs available, this is the fastest and simplest aiming method available—if you allow it to be. With this sight design, sight alignment is simply a matter of looking THROUGH (not at!) the rear aperture and centering the top of the front sight post both horizontally and vertically within the visual circle of the aperture. The “trick” to achieving this is to not overthink the process. Due to the peculiar way in which the human brain functions, your eye will WANT to center the point of focus in the center of the circle. If you don't outsmart yourself, and instead, allow it to do so, it will do it correctly. If you start putting a lot of effort into “fixing” it, or making it “perfect” though, I promise you, you WILL fuck it up.

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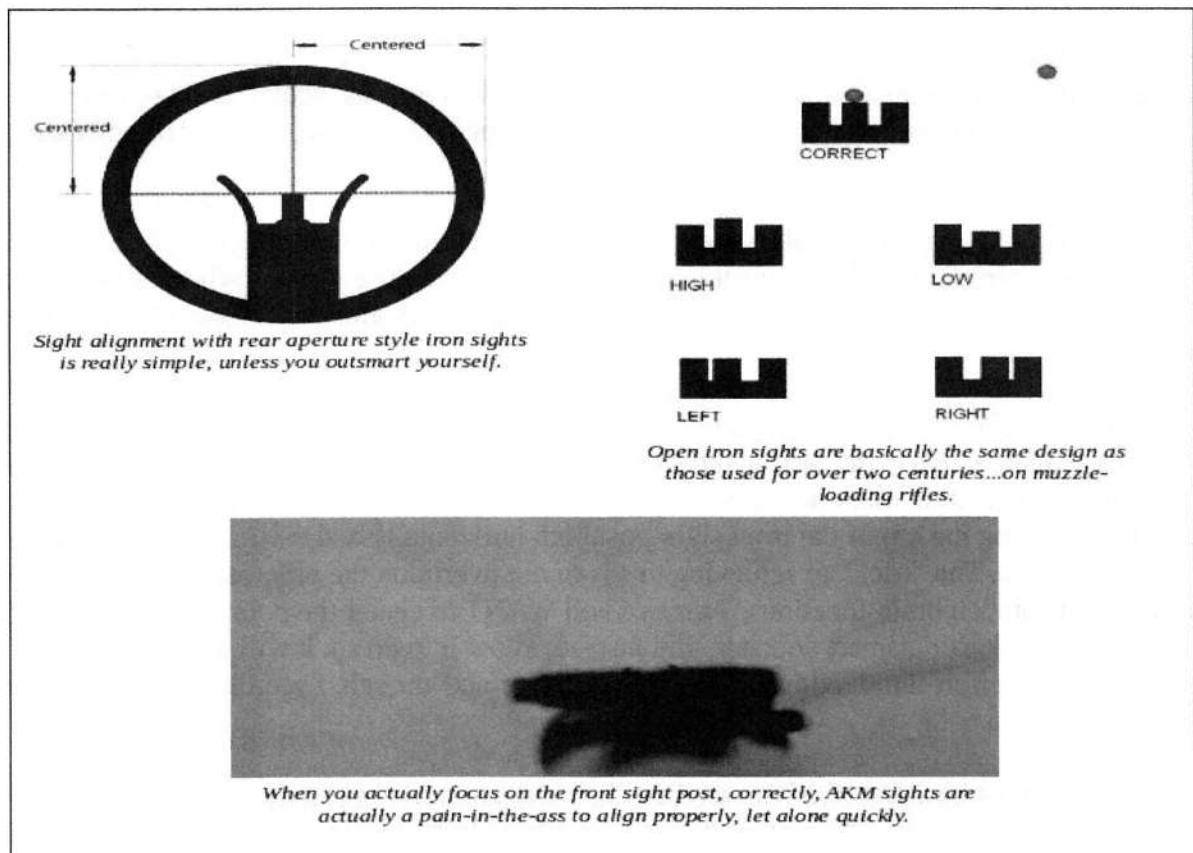
Unlike western armies however, the Warsaw Pact, in a reflection of the archaic, totalitarian nature of their very existence, spent the 20th century back in the 19th century, even with their firearms. The Soviet Union, on both the AK47 and the AK74, used a simple, archaic, obsolete, open sight pattern using a

shallow V-shaped rear notch, and a hooded front sight post. As a comparison, this is the same iron sight design used by John Moses Browning on the Winchester Model 94 lever-action rifle...developed in 1894! It's also the same basic iron sight design used on all rifles, muzzleloading and breech-loading, blackpowder and smokeless, throughout the 19th century.

There's nothing particularly difficult about using this style of iron sights. After all, it's been used to kill a metric shit ton of deer throughout the eastern US, on the Model 94. The catch is, how often were the deer shooting back? It works just fine...as long as you're not in a hurry, and you're not particularly concerned with precision accuracy.

Like shooting a pistol, the "trick" to shooting with open sights is "equal height, equal light." This is pretty simple. There should be equal light exposure on either side of the front sight post, within the notch of the rear sight, and the top—within "point blank" ranges—of the front sight post and the rear notch, should be equal. Incorrect alignment, as the illustration shows, will result in rounds impacting other than where you want them to go.

The problem is a result of—again—how the human eye and brain work and communicate with each other. We are only able to focus on one thing at a time. We can focus on the front sight post, the rear sight, or the target. We are—as humans—physiologically incapable of focusing on all three at one time. This is a big enough consideration and problem with the double-focus required with rear aperture sights, moving your focus back-and-forth between front sight post and target. With open iron sights, like those found on the AKM, it's even more complicated and time-consuming.



We've all heard the tales of the heroic exploits of the Elmer Fudd hunter, bragging about how much of a bad ass he is with the iron sights on his .30-30 caliber Winchester Model 94. They are full of shit. They've never put the question to the test of measured accuracy and time, under the stress of being shot at. Anyone who has ever put the question to an actual test, with quantifiable metrics will concur, aperture sights are faster and more accurate than open irons, and optics are faster and more accurate than aperture iron sights.

The problem that actually arises, on a rifle like the AKM, versus a pistol, is that this is not at all what the sights on the AKM look like when you've achieved a sight picture. Instead, it's a fuzzy, little bitty fucking thing, that's a pain-in-the-ass, as illustrated above.

As we're already seeing from operations in Iraq and Afghanistan, the use of iron sights by intelligent, rational, thinking riflemen, with any degree of actual experience and training, is a historical relic, except when those sights are relegated to back up systems in the unlikely event that the primary optic fails. Nevertheless, it is critical for the underground partisan to learn to use iron sights, for the use of battlefield recovered weapons that the idiotic, now-dead, enemy didn't bother putting optics on.

American riflemen have long had a very real, visceral dislike of optics. This has run the spectrum from "I don't trust them not to break!" to "Goddamned, new-fangled things!" Probably the most prevalent reasons for this dislike were issues like the misconception that optics were slower than iron sights (not true, as we discussed above), not as robust as iron sights (historically true), and not very useful in general, except for designated marksmen and snipers or other sharpshooters (categorically incorrect).

With the very arguable exception of high-magnification tube-type scopes that can often provide a very narrow field-of-view, it is a fact of human physiology that optics are faster than iron sights to acquire a sight picture with, outside of about 10 feet. Unlike the focus issues present with iron sights, decent optics put the POA on the target, and the reticle on the same focal plane for the shooter. While it is possible to train your eye to transition from one focal plane to another, back-and-forth, faster, it is inarguable, inescapable fact of both logic and science, that you can never train your eye to make that transition faster than you can simply focus on one single focal plane.

The historical problem with speed of acquisition with optics has been a result of incorrectly trained shooters trying to run optics. Due to inconsistent eye relief, shooters find themselves craning their necks and bobbing their heads in a futile attempt to find the correct eye relief and sight picture. This piss-poor excuse for gun handling doesn't just look retarded. It IS retarded. Optics however, are not to blame for the retardation of the user.

Good gun handling means that you mount the gun—the exact same way, every single time that you mount the gun (are you noticing a pattern here, yet?). A consistent cheek-to-stock weld and the application of the principle of NPOA means that there will be no need for you to spend valuable seconds craning your neck and hunting for the correct sight picture.

On the other hand, it is a legitimate historical fact that iron sights have traditionally been far more robust than optics. Optics were generally narrow tubes of aluminum or brass with fragile glass lenses. The finely geared internal moving parts, generally of brass also, were even more fragile, as well as being prone to early wear, and reticles made out of spider's web silk, meant that even moderate bumps to the scope had the disturbing tendency to destroy it. Traditional iron sight on the other hand, were,

well....iron.

Today however, optics are specifically engineered and constructed to meet and exceed the demands of the rough-handling that is endemic of combat. While it is definitely possible for a modern combat optic to suffer a catastrophic failure, if you've procured an optic from a quality manufacturer (for the record, nothing made by NcStar or similar Chinese manufacturers, for use on Airsoft guns, should be considered a combat optic from a quality manufacturer!), it's not particularly likely. Some modern optics have sustained direct hits from enemy small-arms fire and/or shrapnel, and continued to function effectively.

The fact is, the force required to induce a catastrophic failure of a quality modern combat optic is generally going to be great enough that it would result in catastrophic failure of modern iron sights as well.

As a personal example of this, I am renowned in some circles, for being extraordinarily tough on rifles in my training classes. Students have seen me throw my rifles to ground, and then jump on them repeatedly, and then grab it by the barrel and throw it as far as I am physically capable of throwing it, across a range. After about three years of doing that, I finally "broke" a scope. The rear bell, which housed the magnification adjustment dial, bent just enough to make rotating the dial difficult. Not impossible, but difficult. Even that was not a catastrophic failure however. I installed a thumb lever on the dial, to facilitate the adjustments, and the scope currently rides on my bolt-action elk hunting rifle. Had I needed to, I could have left it on my fighting rifle, at a 3-4 power magnification, and the combination would still have been more than adequate. The simple fact is, modern combat optics, built by reputable companies are TOUGH!



During the early days of Operation Iraqi Freedom (OIF), this ACOG, from Trijicon, was mounted on the M16 of a US Marine. When the optic took a direct hit from an enemy AKM, the Marine was still able to continue engaging the enemy with the optic and rifle.

Magnified optics play a special, critical role for the modern battlefield, especially from the perspective of the underground partisan. No one—least of all the irregular partisan force—can afford the long-term negative political impact of negligently killing an unarmed noncombatant bystander, due to a failure to positively identify the target. Magnified optics serve the very important purpose of allowing you to do just that in the moment before you fire the shot.

Determining whether that dark silhouette flitting across your yard is actually a cannibalistic San Franciscan/rioter coming to toss a Molotov Cocktail through your living room window, or is an innocent neighbor kid, trying to get safely home, while avoiding the rioters on the street may not seem important when you're fantasizing about killing all of the leeches of society, at your local Zombie Eradication Response Team (ZERT) barbecue. When maintaining rapport and good relationships with the rest of the subdivision is the only way to insure your security though, and all the rest of your ZERT geek buddies are out prowling around, playing first-person shooter video games for real, it will be crucial. Having the ability to a conscious, informed decision to shoot or not to shoot, is absolutely critical. Magnified optics can provide that ability.

Additionally, we have to face the reality that very seldom will the bad guys be as dumb as a bunch of cardboard targets on the range. They will not be standing up in broad daylight, in perfect silhouette. I'm not an "expert" (wait...what?), but in my experience, like myself, people who are getting shot at, tend to hunker down in the shadows for concealment, and try to hide behind objects that stop bullets from perforating their precious skin. It's called a "survival instinct." Most people, who survive long enough, tend to develop one. Fortunately for them, it generally doesn't take very long. In life-or-death situations.

I am privileged to enjoy uncorrected 20/15 vision in both eyes (yes, that's better than 20/20, and no I don't take credit for it. It's a gift from my ancestors), but I'd be lying if I said I can see something like a bad guy's foot sticking out from behind cover 100 meters away. With even a small amount of magnification however, not only can I see it, I can aim precisely enough to punch a round through it. It's been my further experience and observation, that shooting a motherfucker in the foot creates a pretty serious impediment to his continued efforts to advance towards me.

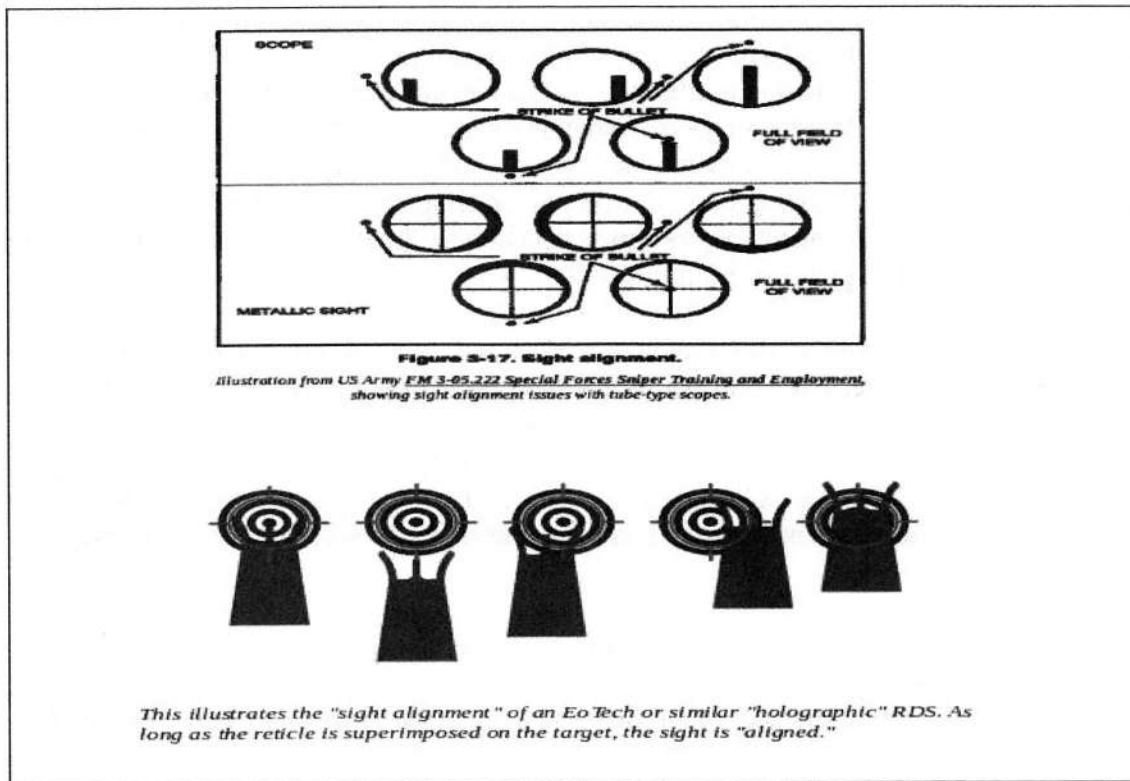
When fighting in any environment, even a slight bump in magnification can be a godsend. It makes looking for—and successfully locating—targets simpler and faster than with the naked eye. In the visual chaos of a built-up area with innumerable "unnatural" shapes, silhouettes, and lines, it is a tool that you do not want to miss having.

Finally, there's the old adage that "magnification just magnified errors." The idea was, it's harder to hold a steady sight picture with magnification than it is with an unmagnified view. This is absolutely fucking absurd, even on the face of it. Your sight picture might LOOK more mobile with magnification, but that's because you're seeing greater detail. Magnification will, in fact, IMPROVE your abilities, because it offers a more refined sight picture and aiming point. Magnification allows you to be more precise. That's why fucking snipers have used scopes for decades.

The M16A2 front sight post subtends—covers—five inches at 100 meters, or 10 inches at 200 meters. That means that you cannot effectively rely on hitting anything smaller than five inches at 100 meters, or 10 inches at 200 meters. The center dot on man modern optics subtends anywhere from 1-4 inches at 100 meters. Between this fact—which allows you for a more refined sight alignment/sight picture—

you can shoot at a smaller part of the target—and the ability to see details as refined as facial features, versus simply seeing a flash of movement at 200 meters, means you really CAN shoot better with magnification.

Gear will never replace good training and the resulting skill developed. It can be a significantly effective force-multiplier though.



With tube-type optics like the low-power, variable-magnification scopes that I prefer, sight alignment is defined as the relationship between the reticle and the full field-of-view, as witnessed by the shooter. Mounting the weapon, so that you have a full field-of-view (FOV), with no uneven, crescent-shaped shadows around the edges, is the definition of proper sight alignment with a tube-type optic of any sort.

With the holographic-type red dot sight (RDS) optics, such as the EoTech, sight alignment legitimately becomes a non-issue. Literally, these offer the easiest, fastest sight alignment of any aiming device that can be put on a rifle. If the optic is zeroed to the shooter, simply superimpose the reticle onto the desired POA, and squeeze the trigger. There is no sight alignment in the traditional sense of the word.

Regardless of the type of optic used—or not used, in the case of iron sights—the “secret” to achieving a fast, consistent, correct, sight picture is actually very simple. If you MOUNT THE GUN THE EXACT SAME WAY, EVERY SINGLE TIME, you will achieve the same sight picture, correctly aligned, every single time. Consistency is the only “secret.”

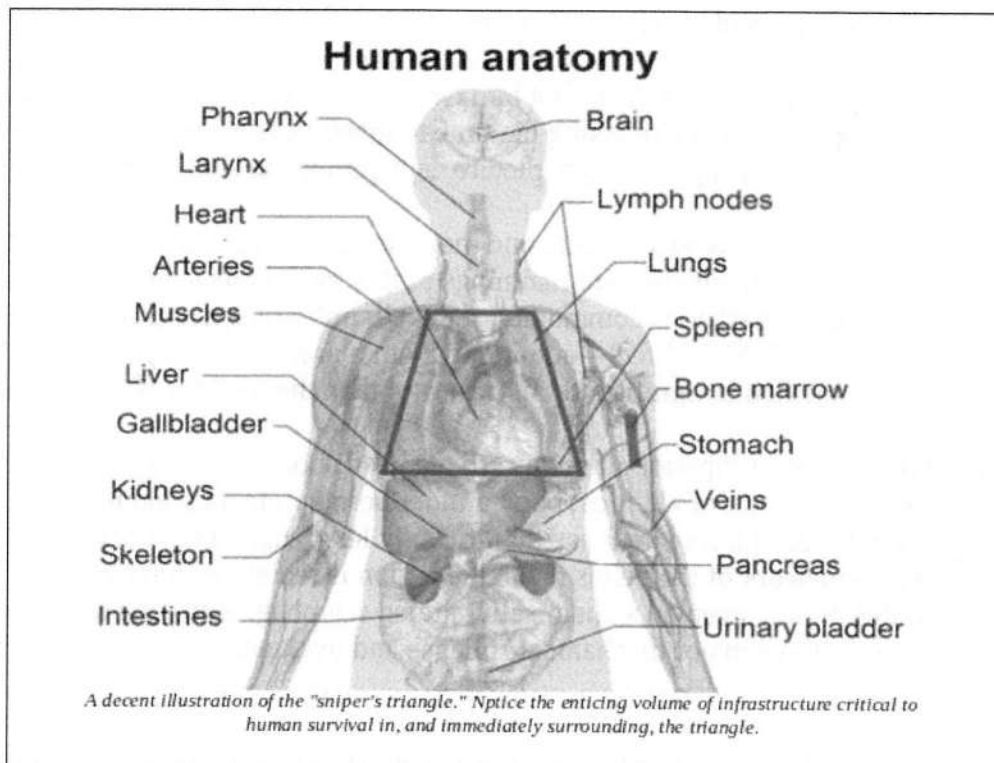
Sight picture, as opposed to sight alignment, is the apparent visual relationship between the reticle aiming point—or the top of the front sight post—with the proper sight alignment established, in

relationship to the desired POA on the target. For optics users, this is as simple as superimposing the appropriate portion of the reticle on the desired aiming point. For the more traditional iron sights, the rifleman aligns his sights and then places the top edge of the front sight post so that it appears to bisect the center of the desired aiming point on the target (alternatively, the aiming point can appear to sit on top of the front sight post. This is called the “pumpkin on a post” method.).

The desired aiming point on any particular target will depend on the mission, the range, and the situation. Traditionally in military marksmanship, we have simply taught trainees to aim “center-of-mass.” Someone, at some point, realized this was far too broad and inefficient of an answer to “where do I shoot him, Boss?” and refined it to “aim for the center of the upper thoracic cavity, or “aim for the center of the biggest chunk of him that you can see.”

The upper thoracic cavity is that portion of the upper torso—correctly referred to as the thorax in Biology 101—that houses the lungs, heart, and most of the largest blood vessels leading to and from the heart. It can be roughly defined as the area between the nipples and the base of the throat. It is also referred to as the “sniper's triangle.” Of course, unless you are shooting at Chippendale's dancers or the employees of the local “gentleman's club,” your targets are likely to be wearing clothes that makes defining exactly where their nipples are, problematic, at best. The practical “cheat” is to define the upper thoracic cavity as the center of the torso, between the armpits and the base of the neck.

While there are certainly no guarantees as to the lethality of any particular cartridge, outside of advertiser's copy....err...gun magazines...(I know of two men who have taken hits to the torso from Russian 12.7mm machine guns—the Russian equivalent of .50BMG—and not only survived, but stayed in the fight), a shot placed within the sniper's triangle, even with a .22LR, offers the greatest chance, under combat conditions, of achieving the fabled “one-shot stop.”



With the exception of a brain-shot, the presence of the heart, diaphragm, lungs, spine, and all the blood vessels present, shots to this area offer the greatest possibility of anchoring a dude to the pavement than anywhere else on the body. Unfortunately for those of us who live in the real world, rather than the video game and square range fantasy lands, the head can be a particularly difficult shot to make on an ambulatory target, due to the size, armor of the skull, and the inherent mobility.

There are numerous reasons why an upper thoracic cavity shot may not work however, or may not even be desirable as our first shot. Whether the enemy is equipped with ballistic protection in the form of body armor, is jacked up on chemical stimulants, or just happens to be really, really pissed off, and tougher than your ammunition is deadly, on that particular day, even a properly delivered round of high-velocity rifle ammunition may be inadequate. It is incumbent on your survival then, to develop a consistent, conditioned plan for continuing to engage the enemy with rifle fire, until he ceases to be the most dangerous, immediate threat.

The traditional answer to this was the so-called “Mozambique Drill,” developed by the leading pioneer of modern American combat shooting, the late Jeff Cooper. The Colonel named it the “Mozambique Drill” after one of his students wrote him of using it on a communist guerrilla in that African country, during the unpleasantness there in the 1980s. Alternately called in the more modern, forgetful—and mildly disrespectful—shooting industry, the “Failure-to-Stop” drill, this involved putting two shots in the chest, assessing, realizing the bad guy wasn't dropping as planned, and the finishing with one in the face.

There were—and are—a whole boatload of problems with this drill in the real world. Foremost amongst them is, are you actually sure you shot the fucker in the chest? Maybe you're actually a really shitty marksman, or your rifle is not zeroed properly, and you missed entirely. Now, you're suddenly going to improve your game—under stress, mind you—and pull off a head shot, on a dude charging you with ill-intent, after you missed his chest? Sure you are...

Second, there is the simple issue of time. You shot him twice, which took some measurement of time. Now, he's *STILL* charging you, but you're taking the time to lower your muzzle, look, decide he still needs to be shot, and then reacquiring your sight picture, and getting the shot? Sure you are...

I don't know if “men of action” were just tougher and more fearless in the 1980s, or they were utterly full-of-shit, but I do know that the inherent shortcomings of this method have led to a change in procedures among the special operations community of the US military, especially since the beginning of the Global War on Terror (GWOT). I feel—admittedly I am biased, since I've successfully used this method myself—the new method is significantly more useful than the traditional Mozambique drill.

The pelvic girdle shot provides a superior alternative to the head shot follow-up of the Mozambique Drill for a number of reasons. First of all, most body armor doesn't protect it, and it doesn't possess the natural armor of the skull. Second, it's larger and significantly less mobile than the head. In addition to the structural, skeletal framework of the pelvis itself, the region is replete with major blood vessels and nerves. A solid hit in this region, even on a chemically-altered scumbag, with high-velocity rifle rounds, will generally result in a major mechanical collapse and dysfunction, even if it doesn't kill him right away.

While neither a fractured pelvis, or a blown-apart inguinal artery is as immediate a threat to life as a

gunshot to the brain, it is a far easier target to shoot successfully, and provides a pretty solid method of anchoring a dude so you CAN then shoot him in the head. Most people don't move particularly fast with a broken hip or a blown out artery in the leg, so the rapidly moving head suddenly loses a great deal of its speed of movement.

Probably the first instructor in the US shooting community to popularize the pelvic shot as an alternative to head shot follow-on of the Mozambique Drill was Massad Ayoob, of Lethal Force Institute. The SOF community however, modified Mr. Ayoob's methods slightly. Rather than using the pelvic shot as a follow-up in a fail-to-stop drill, we came up with the utterly brilliant concept of shooting the hips as our primary target. Without bothering to try and get hits in the upper torso that may be armored, or "protected" by the target's drug-induced stamina, we'll just shoot him in the pelvis as our default. I've yet to see a dude get shot in the dick and still maintain any interest in continuing to fight.

Of course, all of these are relatively limited to "ideal" situations. No one is going to stand there waiting for you to shoot them, at your leisure. One of the most important survival lessons learned on the battlefield is that oncoming traffic on the ballistic highway ALWAYS has the right-of-way. If you can't find an off-ramp in a hurry, you tend to start looking for a barricade to hide behind, or a median to dive into. Because of this tendency, you are not likely to always—or even often—get the ideal target for your point-of-aim that you'd like to get.

Instead, we shoot the shit out of what we CAN see. If all you manage to do is smoke a round into his shoulder, leg, arm, or foot, it will still interfere with his ability to shoot at you, or to maneuver against you. You may even be fortunate enough to take him completely out of the fight with a psychological stop, but I don't generally recommend using the fact that your enemy MIGHT be a pussy as a training tool.

This is the reason that, even at the close ranges inside 200 meters, common to modern combat, or inside 100 meters, common to urban fights, precision marksmanship still matters. If you can consistently shoot 2MOA or better, at any distance out to 200 meters, in less than three seconds, you have a far better chance of hitting those minimally exposed body parts than if you wait to see the entire silhouette of a guy who may not be dumb enough to give you that perfect a target.

Breathing and Breath Control

Breath control too, is a basic fundamental of marksmanship. If you are breathing normally when you attempt to fire, the rise and fall of your chest will cause the muzzle of the weapon to move vertically, up and down. Unlike the sedentary pace of a target range, in combat the rifleman will be sprinting as fast as humanly possible in short bursts, and will have huge amounts of adrenaline and a general hormonal cocktail coursing through his system. You will not be breathing normally. You will be gasping for every ounce of air you can get in, trying to overcome the oxygen debt.

Traditional marksmanship teaches us to wait for the "natural respiratory pause" that occurs at the end of the exhalation phase before taking the shot. This natural pause lasts five or six seconds, but can be extended without undue hardship for at least twice that long. The problem that arises is the enemy is not exposing himself to your fire for five or six seconds, nor is he likely to be operating on the exact same schedule as your diaphragm. You need to be able to take your shot when you need to take your shot. Sometimes this will be an inconvenient moments.

Instead of waiting for the natural respiratory pause, you may simply have to create a respiratory pause. This “induced respiratory pause” is simply a matter of holding your breath long enough to take a shot—or multiple shots—even if the target appears in the middle of your respiratory cycle.

Trigger Control

Perhaps the one fundamental of traditional marksmanship that retains the most in common with combat marksmanship is trigger control. The basic principle of trigger control should be to ensure that your squeezing the trigger does not move your sight picture/sight alignment. If you can break the shot, without moving your sights off the target, you will get hits. The convulsive spasms of squeezing the trigger with the entire hand however, will result in missing the target, just like it does on the target range. The trigger needs to move straight to the rear, along its mechanical axis of travel, and break cleanly, without the sight picture being altered. Further, it needs to achieve this in a hurry.

There are two “tricks” to accomplishing this. First is to keep the firing hand as relaxed as possible, reducing the muscular tension in that hand and arm. This will reduce the impact of the nervous system's sympathetic nervous response. Your trigger finger should be bent to 90 degrees, at the second knuckle. This will allow you to break the trigger straight to the rear, without pushing or pulling it to either side. Of course, unless your weapon is severely damaged, the trigger should not be able to move any direction except straight to the rear. Trying to inadvertently force it to the left or right however, will cause the muzzle of the weapon to move in the opposite direction, negatively impacting your sight picture at the moment you break the shot. That means you will miss.

This need to press the trigger straight rearward may result in having more of your finger on the trigger than just the tip of the distal pad of the finger. In most people it will result in this change. THAT IS OKAY!!!

Once you have fired the shot, the second aspect of trigger control—reset—comes into consideration. The importance of focusing on trigger reset seems to come and go in the shooting industry. I was taught, as a raw beginner, and still believe, that it is an absolutely critical element to getting fast, accurate shots on target. In order to master running your gun as fast and accurately as possible, you need to learn and master reset.

At its simplest, trigger reset is simply holding the trigger to the rear as the shot breaks, instead of releasing the trigger in a hurry. Don't worry, unless you're firing a select-fire rifle, on full-auto, the gun is not going to magically fire again. Once the gun begins returning out of the recoil cycle, you only release the trigger far enough forward to feel the “click” of the reset (of course, on my AKM, the “click” is more of a “SPROING!” feeling and sound...). This way, as your sight picture settles back onto the POA on the target, you've already taken up any slack for the follow-on shot. Not only have you reduced the amount of time needed to take the next shot—even if only by a couple hundredths of a second—you've also managed to eliminate a significant portion of the margin of error represented by “jerking” the trigger through the trigger stroke take-up.

Perhaps the loudest argument against spending any energy focusing on trigger reset in the training process comes as a result of novices waiting too long to reset, in a concerted effort to “feel” the reset. This is actually a valid concern....sort of. If the new shooter never moves past the “crawl” phase of training, it will result in a severe limitation on how fast he can run his gun without jerking the trigger.

That's true of far more than just trigger reset though. I can honestly say, after twenty years of doing this shit, I honestly don't remember when I quit thinking about reset and just did it. Today, if I want to avoid using proper reset, such as for demonstrating the wrong way to do it, when teaching, I have to make a concerted, conscious effort to avoid it. Like the rest of the fundamentals, if you make it a point to drill this, the same way, every single time, when you start adding factors to your shooting problems—especially factors that require conscious concentration—you will find that the fundamentals happen properly, without your having to put conscious thought into them.

Speed of Execution

Speed is getting your weapon into the fight fast enough. Some people—generally those who are really fucking slow—erroneously like to point out that there are no shot timers on the battlefield. Those people are full of shit. They are slow, and they know they are slow. If they put their skills to a quantifiable measure, they know the whole world would realize they suck. Lying and saying there are no shot timers on the battlefield is easier than training to improve though.

There are not likely to be any PACT timers on the battlefield, but there will be one, far more important shot timer present: the dude who is trying harder than ten motherfuckers, to beat you. Fortunately, getting faster, while maintaining your accuracy is easy: do everything the exact same way, every single time (you saw that coming, didn't you?). Speed of execution is a direct result of perfect execution of all of the other fundamentals, every single time. It's consistency.

Shooting fast, close-range drills is fun. Just like any red-blooded American male with a semi-automatic rifle, I like to do mag dumps at 10 meters, to see how fast I can run the gun accurately. That's not what we're looking for though. If you're not willing to do the “boring” stuff, and take the time finding your NPOA, developing all of your fundamentals, in field firing positions, at various distances, then you're never going to develop the ability to make difficult, precision shots on demand.

If you can't make a shot, on demand...you'll not be able to make that shot, on demand.

You will not suddenly be able to magically pull off the uber-awesome, super shot of a lifetime, if you've never been able to make that shot on the range, simply because “now it's for real!”. The old martial arts adage, “You won't rise to the occasion, you'll fall to your level of training,” is spot-on. Whether the fight is happening at 5 meters, 50 meters, or 500 meters is irrelevant. When all you see of the enemy is the edge of his head and shoulders, along the side of a boulder or building, you had damned well better be able to provide an accurate shot, on demand.

Speed of execution is crucial, but a fast presentation—as in the sheer speed of moving the gun into position—isn't all that matters. A fast first shot matters, but only if it hits, and even then, it's only one part of the equation. Two factors are critical to speed of execution: a fast first hit, and fast subsequent hits. The only way you are going to achieve those is through consistent application of the fundamentals of marksmanship, every time you fire the weapon.

In order to achieve a fast first hit, the final position of your weapon has to be aligned with the target properly, without you needing to make adjustments. That is natural point-of-aim. That is why we start out slowly, when we begin, to find our NPOA in every position, and to internalize that position into the neural pathways programming of the brain and nervous system. That's why we make a point of returning to those basics regularly, as we continue to practice. This is the real meaning of the cliché

“slow is smooth, smooth is fast.”

At the application level, you'd better be able to place accurate fire on target in a fucking hurry. In order to learn to achieve this though, you need to go slow enough in training and practice to be certain that you're learning to do it the right way. Then you can speed up. Getting your presentation to first-shot break dialed in means you can squeeze your shot at the exact moment the gun stops moving.

Fast follow-up shots will only be possible if your presentation ended in a position that will allow you to shoot multiple shots in a string, without forcing you to modify the position as a result of the effects of recoil. There is no effective way to STOP recoil, so the only recourse is to have a means of recovering from recoil that results in a precise, consistent position. Mastery of solid, stable, and durable firing positions will achieve that.

The most important goal of a perfect presentation is that it places your sight picture directly onto the target's POA, and that it provides adequate, consistent muzzle control so that, at the end of the recoil cycle, the sights end up in the exact same spot they were in when the shot broke. THIS IS THE “SECRET” TO SHOOTING FAST!!!

Timing, the rhythm you achieve from shot-to-shot, is the obvious corollary to speed-of-execution. Timing is not a specific, prescribed rhythm or cadence however. Trying to time your shots in this manner will simply not work. As legendary practical shooting champion Brian Enos points out in his classic pistol shooting book **Practical Shooting: Beyond Fundamentals**, timing is almost a Zen-like approach to letting your trigger control and your vision, control your rhythm. In order to shoot at the speed required when being slower than the enemy means you die, face down in a ditch, choking on your own bloody lung tissue, requires you to move beyond conscious execution of the fundamentals. We cannot rely on slow, deliberate trigger control. We can't try and “trap” the trigger either though. Slapping it to the rear in this manner, hoping to force the shot to break at a specific time will result in misses. No one ever missed fast enough to win. Through proper, deliberate, sometimes slow, execution in training however, the actual break of the trigger becomes an almost subconscious decision tied directly to what the eyes see in regard to sight picture and sight alignment. You see that your sights are aligned and on the POA and your brain automatically commands the trigger break.

That will only happen with repetitive, almost boring repetition of the fundamentals. It ain't easy, but that's okay. If it was easy, everyone would do it, right?

Aiming and Firing Methods

Due to the varying differences in the balance required between accuracy and speed, different aiming and firing methods have been developed over time to facilitate the balance under different conditions. The cliché that “speed is fine, but accuracy is final,” is true...sort of. Sniper precision accuracy is fine, but it does no good if it's not delivered in time.

The importance of precise, well-aimed fire in small-unit combat cannot be overemphasized. You should never fire faster than you can hit. You'd damned well better be able to hit fast enough though.

A single, well-placed shot that punches the enemy in the brain stem is definitely a fight stopper. No one

will argue that. If it takes you five seconds to achieve that shot however, it's likely to never occur. In the five seconds of relative calm that you apparently need to manage that "fight-ending shot," I can dump an entire magazine of 5.56x45mm, at least accurately enough to keep you from achieving your "special place" in your brain that you need to get that shot. If my round hits you in the shoulder or leg—or even in the foot—will it be as lethal as the one you are trying to put into my cerebral cortex? Not unless you're a pussy. What it will achieve though, is keeping you from being able to get that five-second window to shoot me in the head. Gunshot wounds HURT.

A gunshot wound to any part of the body tends to—at least temporarily—distract folks from what they are trying to do. What if only five of my thirty rounds actually hit you? Five rounds, even if one is in the shoulder, one is in the thigh, and the other three are in the lower leg and foot, will probably take you completely out of the fight. They'll certainly be adequate to keep you distracted from shooting me in the head. If you're tough enough (and let's face it, most of us are not THAT tough...), it may not be enough to take you completely out of the fight, but it's certainly going to be enough to distract you for long enough that I can now move somewhere that allows me the same five seconds to get the head shot that you were aiming for.

Speed versus accuracy is an extremely critical balance in practical combat marksmanship. Fortunately, aiming and firing methods have been developed over the years that allow us to hinge that balance to achieve the necessary balance, depending on the specific situational demands of your shooting problem. Historically, good combat marksmanship instructors have taught four basic variations:

Deliberate Aimed Fire

Also referred to as "slow, aimed fire," this is what most people think of when they think of marksmanship. This is what you are learning at your Appleseed shoot. It is the most desirable method of shooting, because it allows us to take our time in order to accomplish very precise shots.

Unfortunately, when real people are downrange, and they are making an active effort to avoid getting shot, deliberate aimed fire may be too slow. By the time you break the shot, the target is already gone.

Rapid Aimed Fire

Rapid aimed fire (RAF) is the same thing as deliberate aimed fire, only executed faster. It requires a somewhat less refined sight picture. Generally, this occurs at closer ranges, since the apparent larger target requires less of a refined sight picture to get solid hits on.

With the advent of modern combat optics, deliberate aimed fire will often be faster than rapid aimed fire was with iron sights, while still achieving the same level of accuracy. Since there is no practical difference in refinement with optics, the difference are largely theoretical. With optics, most shots taken outside of 10 meters will be RAF, out of the sheer necessity to actually get hits. With iron sights however, RAF will generally only work out to around 50-100 meters, dependent on how much of your target is visible.

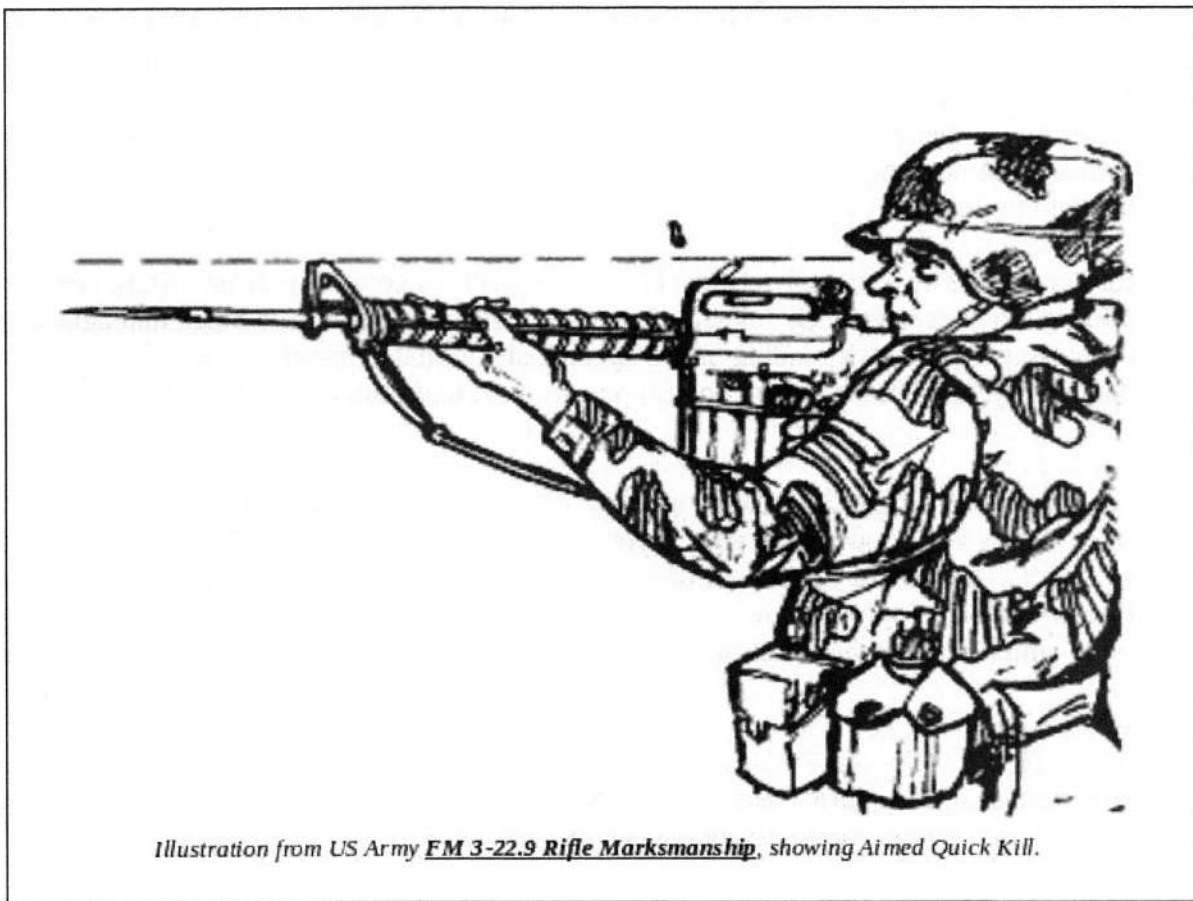
Aimed Quick Kill

Aimed Quick Kill (AQK) is a method of achieving sufficient accuracy at an extremely high rate of speed, at close ranges. AQK is generally only effective within 10-15 meters. With training, it is entirely possible to get all of your shots inside of a 6-8 inch circle at these ranges, using AQK.

AQK involves looking for the top of the rear sight, and placing the entire shroud around the front sight

on the desired POA on the target. At 5 meters, I can use this method to shoot one-inch dots, all day long. Since the line-of-sight and bore axis end up coinciding, I actually don't even have to worry about the height-over-bore of an AR15 or an AKM. This method, when applied to the 6-8 inch sniper's triangle is ridiculously fast.

I ran a 2-2-4-2-2 drill at five meters, for example, using an index card as the aiming point, last week. Twelve shots, spread across three targets and back, and I managed it, with an iron-sighted AKM, in 4.18 seconds.



*Illustration from US Army **FM 3-22.9 Rifle Marksmanship**, showing Aimed Quick Kill.*

This is NOT “point shooting,” despite those idiots' attempts to lay claim to the method. You ARE aiming the weapon. You're just using the front sight post to aim with, instead of front and rear sights.

With an optic, AQK involves simply superimposing the entire top of the front bell of the optic on the desired POA, and firing the shot. The problem with AQK with optics is that, given an understanding of modern performance theory, we understand that the method is largely obsolete. If you mount the gun the exact same way, every single time you mount the gun, then by the time you have achieved an adequate POA for AQK at 10-15 meters, you're actually already looking through the optic and have achieved a rapid aimed fire sight picture. Consistency will provide greater speed than an abuse of the fundamentals of marksmanship will.

Instinctive Fire

Instinctive fire is the method most people think of when they hear the term “point shooting.” This is the use of the development of the kinesthetic pathways to develop “muscle memory” to shoot the weapon accurately, while the shooter's vision remains focused on the target. This can only be used effectively inside of 7-10 meters, and most often within 3-5 meters.

Unfortunately for the “point shooting” advocates, instinctive fire is NOT “point shooting,” as they try and teach it. The only way to develop acceptable levels of speed and accuracy with instinctive fire is through countless repetitions of deliberate aimed fire, rapid aimed fire, and aimed quick kill. By mounting the gun, the exact same way, every single time, you are building the neural pathways so that, at extremely close range, when there is legitimately not enough time to find a sight picture, even on the front sight post, your rifle is naturally aligned properly to get hits.

The point shooter's argument that “police officers often report not even having seen their sights in a gunfight!” is completely fucking ridiculous even at a brief glance. There is a reason that there are so many reports of police officers firing several magazines at suspects only feet away, and missing completely. Intentionally or not, they are trying to use instinctive fire, without the requisite number of repetitions of aimed fire needed to make it work successfully.

Which specific aiming and firing method you will need to use at any given time is entirely depending on the factors of the mission, the situation, and your personal level of skill-at-arms. If a guy is shooting at you from behind a concrete barricade, 100 meters away, how much of his body is exposed to you? A shoulder, part of his arm, and maybe the corner of his head? What if that guy can shoot a four-inch group at that range, in two seconds? Is that going to provide you the time YOU need to acquire an adequate sight picture and fire one shot, using deliberate aimed fire, hoping to hit him in the head?

Suppressive Fire Concepts

That's why we have suppressive fire. The common misconception about suppressive fire is that it involves randomly spraying rounds down range like some fucking khat-chewing Somali with a rusted out AKM, who's never been taught to shoot. Anyone who tries to claim that suppressive fire is synonymous with “spray-and-pray” is a complete fucking idiot, who has absolutely no authority on small-unit tactics or gun fighting in general. In fact, they are so stupid, they should probably be considered a danger to themselves and others. Disarm them immediately, for your own safety.

A practical definition of suppressive fire is “fire that is accurate enough and fast enough to make the enemy more concerned with not getting shot than they are with shooting at you.” If the bad guy is shooting 4MOA groups at two rounds per second, from 100 meters away, but all he can see of you is the corner of your head above the rear sight, can he hit you? Perhaps, but probably not. If he does, it's more a matter of luck than good marksmanship. What he WILL manage to do though, is get those rounds close enough that you are going to pull your head back behind cover. You will be more concerned with not getting shot than you are with shooting him.

If every time you peek back out, you are greeted with two, or four, or six rounds slapping into the concrete next to your face, what is your response going to be? If you're a normal human being, you're going to duck your damned head back behind cover, where it was safe! By the above, practical definition of suppressive fire, the enemy is using effective suppressive fire, even if he's not killing you. Meanwhile, because you can't do anything effective, his buddy is maneuvering around you, so he can

shoot you. That is suppressive fire.



Neither of these are using suppressive fire. This is "spray-and-pray," otherwise known as fucking idiots making noise. Anyone who tries to convince you that the above = "suppressive fire?" Just beat their ass, because they're a fucking moron.

Speed and accuracy are relative, and you have to decide what is the balancing point between the two, for your ability levels, within the context of the specific situation you find yourself in. Others in the preparedness world have pointed out that thirty-rounds per minute was considered a standard rate of accurate fire, in the bolt-action days of Enfield and Springfield rifles in military use. That IS respectable from a bolt-action rifle, even for a well-trained, practiced rifleman. With a magazine-fed, semi-automatic rifle, within the 100-200 meters of modern combative scenarios? That is ridiculously slow.

As an example, today at the range, we ran some basic warm-up drills. From the standing, to the prone, and getting the first round downrange, to hit a C-Zone steel plate, at 100 meters, took me—at my fastest—less than 2.5 seconds. That included actually getting down, into the prone, and I was using an iron-sight equipped AKM. With a low-powered, variable-magnification scope, atop my M4, I can shoot 2MOA or better, out to 200 meters, at a sustained rate-of-fire approaching three rounds every two seconds. That is 90 rounds—three full magazines—or twice the rate of fire of the bolt-action standard mentioned above. I'm also shooting twice as accurate as the "standard" among many in the preparedness community. So, what trade-off would I get by slowing down? Sure, I'd be able to shoot MORE accurately, but I'm already shooting a two-inch group at 100 meters, at three times the speed most people can achieve shooting half as accurately. The only "benefit" would be that I would be unable to provide adequate suppressive fire for my partner to move safely.

On top of this, there are other factors that the underground partisan has to consider. In an urban or

suburban environment, you're going to have to slow down your shot times, in order to make sure that the dude you are shooting is—in fact—a bad guy, and not a bystander, or one of your own people. After all, unlike the guerrillas running around in the boondocks, the underground partisan is probably NOT wearing any sort of matching uniform. Additionally, you need to know what is beyond your target, because if you miss, you need to know that your round is going to travel eighteen blocks, and smoke some eight-year old playing football in the street with his friends.

Speed and accuracy are relative, and only solid training, and frequent, regular practice can teach you where that balance lies for you, personally. Don't shoot any faster than you're able, but be able to shoot as fast as you need.

The Prone Position

It is a standard teaching in marksmanship circles that all other factors being equal, the prone position should always be your default firing position. The prone position is more stable and durable than other firing positions, while also allowing you to present the smallest possible visual target to the enemy. When all other factors are equal, this is absolutely true. Unfortunately for the underground partisan operating in an urban environment, other factors play a huge role in the equation. From the time constraints imposed by close distances, to the presence of bullet-stopping, intervening obstructions like brick walls, concrete barricades, and other factors, the prone is often not a realistic option in urban combat situations.

This is not synonymous with saying you don't need to know how to shoot from the fucking prone.

The key to the choice of the prone position rests on external factors, such as the ability to see and engage the enemy with accurate fires, while affording adequate cover and concealment from return observation and fire. If a potential firing position offers these positions, it may be judicious to adopt the prone position, if you have the time.

How do you determine if you have the time? Your previous training will tell you. A drill we run involves standing at 100 meters. On the signal to commence, drop to the prone and fire on a C-Zone steel. How long it takes you to get a hit, determines your score time. With an iron-sighted AKM, I can hit this in 2.5 seconds or less. With an optic-equipped rifle, I can manage it in 1.5 seconds or less. So, inside of 100 meters, I might have more time to drop to the prone, to get a solid, safer firing position, than the guy who takes five seconds to accomplish the same drill. The difference that needs to be accounted for is, within the context of the underground partisan, will I be able to make the shot from the prone, or will intervening obstacles interfere?

In the old days, there were several ways to adopt the prone position. All basically shared the same first step, which involved simply dropping to both knees, before executing a controlled fall to the ground. The problem with this method, in urban areas, was quickly seen in Iraq, as guys slammed their knees into hard-baked desert streets and asphalt pavement. A blown-out knee or dislocated patella will take you out of a fight almost as effectively as enemy action.

Instead, a method that the US Army labels “point, post and sprawl” was adopted. This method has the added advantage of putting you very close to being in your NPOA in the prone position. Starting from a standing position, you use your entire body to “point” at the enemy position. If you are

running/sprinting forward, this requires a momentary halt, in an athletic stance, with feet spread and knees flexed, for quick movement in any direction. Your weapon may be at low ready, as in the photo sequence. If it is not, it should come to low ready, as you fall into your athletic stance.

Immediately squat down and plant your support hand on the pavement, roughly between your planted feet. The muzzle of your weapon should be raised, to avoid bouncing it off the pavement. This is relatively easy to accomplish for even the most average athlete, with just the strength of the firing side arm.

As soon as your weight is supported by your support side arm, immediately throw your feet and legs straight to the rear, and come down in a controlled one-arm push-up. This is followed by moving your support arm out onto the forearm of the weapon, and adopting your final prone firing position.



In preparation to execute the "point, post, and sprawl" method of getting into the prone, I have stopped and adopted an athletic stance (as an aside, notice the size of the fixed-stock FN/FAL, even compared to my 6'1" and 215 pounds.....)



Squatting down, I post my weight onto my support side hand.



I've thrown my legs back, and am now holding my weight on my legs and posted arm.



I've lowered myself the rest of the way to the ground in a controlled descent.



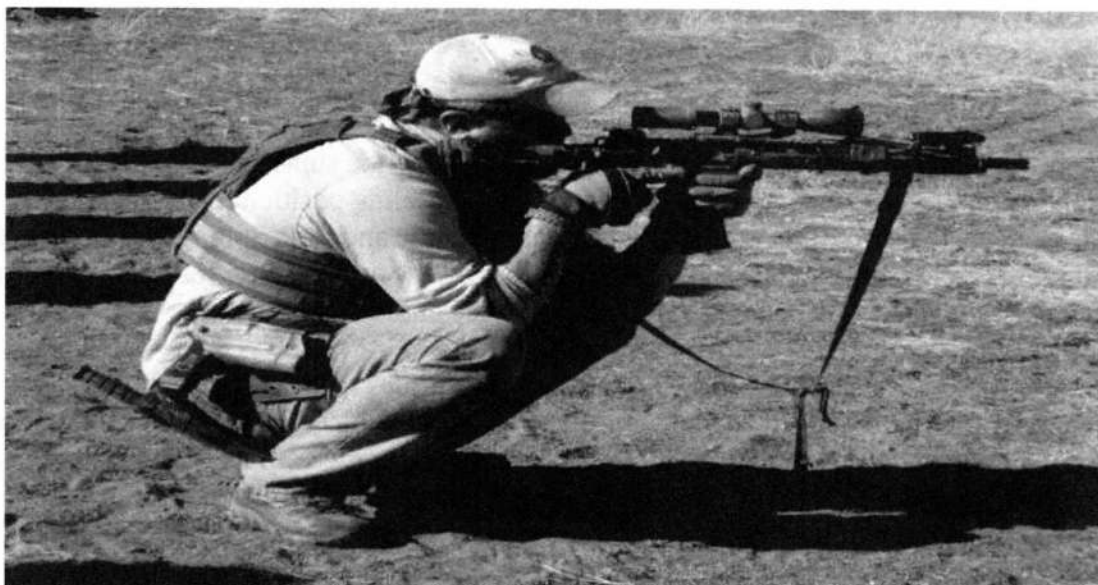
Finally, I've adopted a complete firing position behind the rifle. If you look closely, the terrain was flat enough that I am able to achieve a magazine-monopod position, for greater stability and durability, even with the short 20-round FN/FAL magazine. That's a benefit of not being a fat ass.

The Seated and Squatting Positions

The seated position is often considered the ideal firing position for use when high-angle fire is needed such as in urban buildings shooting up onto rooftops, or higher floors of high-rise buildings. While the seated position is a significantly solid, stable, and durable firing position, it suffers one major drawback for the fast-pace of fights in built-up areas. The time that it takes to get into the tight seated position makes the seated position's kissing cousin, the squat—or “rice paddy prone”—a better choice under most circumstances.

There will be times that allow you the ability to achieve the seated firing position, but in most circumstances, the squat will offer all of the needed benefits, while not taking nearly the same amount of time to achieve. When the prone position is not practical, but you need a stable, relatively low-to-the-ground firing position, the rice paddy prone offers a functional alternative. It not only provides adequate clearance to shoot over many intervening obstacles, it also offers more range-of-motion for upward and downward shots at targets on different levels. Finally, when used properly, it offers almost the same stability and solidity of the prone position.

Personally, I find the squatting position to be as stable as the prone unsupported, at least. With adequate knee, hip, and lower back flexibility and strength, it offers the ability to “sink” deep enough to be an extremely solid position, using almost entirely skeletal support. This allows a decent marksman to make hits in excess of 300 meters, with or without a rifle rest.



The Squat, or “Rice Paddy Prone.” Notice my weight is back, on my heels, and my heels are close together. This creates a sort of isometric tension between the knees, which want to pull together, and my elbows, which want to push apart.

There is one major drawback to the rice paddy prone, among preppers and survivalists, that I have seen arise in a lot of classes I've taught. This firing position, in order to be executed properly, requires a lot of flexibility in the knees, hips, and lower back. It also helps if you do not suffer from “Dunlap

Disease,” since a gut that “done lapped” over your belt will get in the way. In plain English, if you're a fat fucker who refuses to do PT, this firing position is never going to work for you.

This leads us to the alternative to the squatting position.

The Kneeling Positions

There are two basic reasons to adopt a squatting or kneeling firing position. The first is to make use of cover that will not provide adequate protection in the standing position, while not allowing for adequate fields-of-fire and observation from the prone position. The second is to provide a suitably stable firing position when the prone will not work.



The “Magpul” variation of the kneeling position, made most recently famous by Chris Costa and Travis Haley, when they were with Magpul Dynamics. Notice that the support side arm’s elbow is tight against the inside of the knee.

Fortunately, both of these are more than adequately dealt with by the superior squatting position. Unfortunately, there is a third basic reason for adopting the kneeling position, rather than the squatting. That is your inability to utilize the squat due to being nonathletic and inflexible. While I am loathe to suggest that there is any legitimate reason to use disability or age as an excuse for not improving your athleticism and ability, the fact is, some people will never be able to pull this off.

We have a gentleman in our local network. He is in his mid-thirties, and simply cannot re-develop the athleticism and flexibility to pull off a deep, ass-to-grass squat, of the type needed to achieve the rice paddy prone. Of course, he also fell 200 feet off a mountain, while rock climbing, and broke damned near every bone in his body (literally), two years ago. His excuse MIGHT be valid. Barring a catastrophic fall of that nature however, there's really no reason you cannot build the ability to develop the ability to use the squatting firing position.

California Prone

In the case of needing to use the kneeling positions for the protection offered by a small piece of cover, a variation of the traditional kneeling position, referred to as the “urban kneel,” or “California prone,” may be sufficient. This involves simply dropping to both knees and firing from that position. The obvious drawback to this is that it offers absolutely no real stability advantage standing. The original idea behind it was that it was somewhat faster to adopt than the traditional kneeling position, and the short ranges that law enforcement officers (LEO) needed to shoot their rifles at, meant that precision accuracy wasn't their primary concern. They weren't trying to shoot the nuts off a gnat at 300 meters.

Modern Kneeling Variations

In other applications of the kneeling position, sinking as tight and low as possible will allow you to use isometric tension, rather than active muscular tension, to get a lot more stable. A solid kneeling position can allow for solid hitting shots out to 200 meters with relative ease. Additionally, it is fast to get into. Using the kneeling, even people of average fitness levels and ability can drop to the kneeling, and get a shot off, hitting a C-Zone steel plate at 50 meters in less than three seconds, with a little practice.



A more stable version of the modern kneeling position. The key to getting maximum stability from any of the kneeling variations is getting that support side bicep tight inside the upright knee. This is actually the kneeling position I use most frequently. At 50 meters, I can adopt this position, and get a hit on a C-Zone steel plate, using the AKM pictured, in less than 2.5 seconds.

The Standing Position

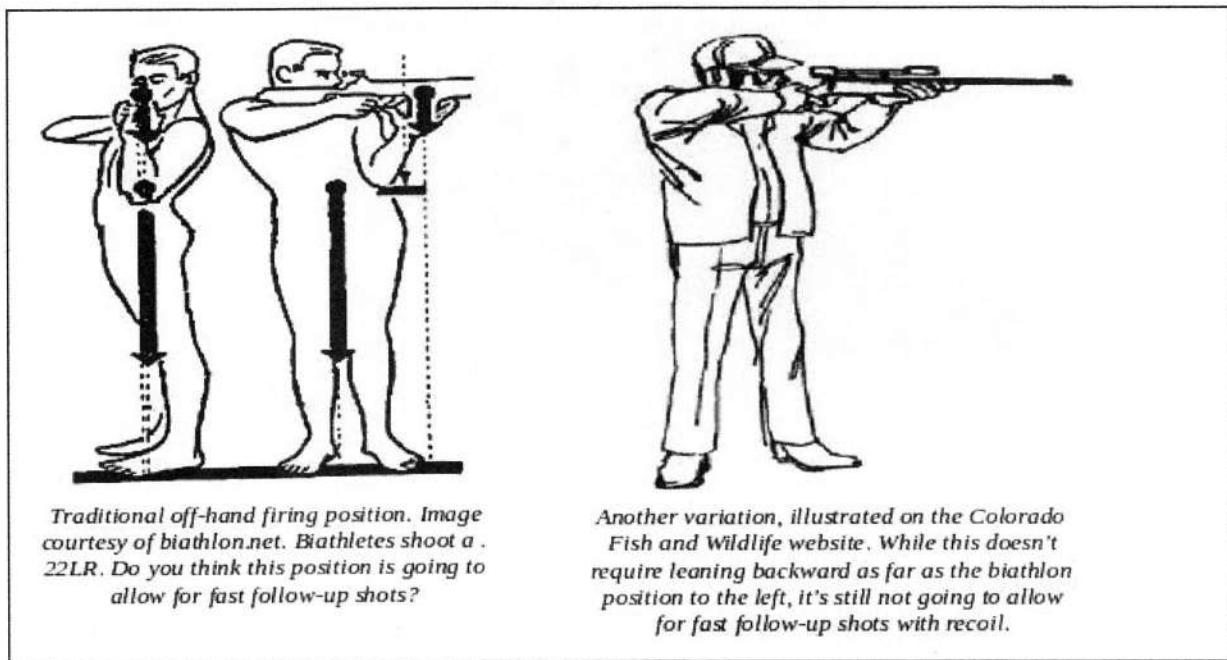
Regardless of the best efforts of even the most well-trained underground partisan, many fights—especially in built-up areas—end up as little more than contact-distance slugfests at nut-to-nut range. From walking around a corner and finding yourself at muzzle-distance from a bad guy, to direct-action (DA) operations that require clearing rooms and structures, as well as the yards and alleys around them, arguably the most commonly adopted firing position in the urban fight is the standing position.

Additionally, this may be in the partisan's best interests, particularly when fighting a technologically superior foe. When the enemy has close-air support (CAS) and indirect-fire (IDF) assets, often the best option for the irregular force is to get “hair-pulling, belt buckle-to-belt buckle” close, in order to negate the advantages posed by the enemy's technological superiority. Possessing the ability to utilize your personal weapons at the mechanical limits of their effective range is an important skill set, the ability to “run-and-gun” at close-quarters is even more critical for the underground partisan.

Unfortunately, too often, training in this particular subset of marksmanship turns into little more than an abortion of spraying high volumes of fire into close-range targets. This is cool and fun. It's also important, but too often in training classes, little attention is paid to the very real need to conserve precious, limited ammunition.

Randomly scattered holes, across the entire surface of a silhouette target, at three meters, is not precision rifle fire, even by combat accuracy standards. Further, even the “poodle-shooter” 5.56x45mm round generally does not, assuming you are hitting the bad guy in vulnerable areas, require an entire magazine of rounds to kill. Regardless of the caliber of rifle you've procured, the surest way to be sure of putting the enemy on the pavement—and keeping him there—is putting a few rounds into his vital regions.

Even at close-quarters battle distances, this requires the ability to utilize a solid, stable, and durable firing position. While the underground partisan will probably find it necessary to make most of his combat shots from the standing position, this is no reason to give up on the concept of the solid firing position.



The traditional off-hand position, as in the illustrations above, certainly works. It doesn't work particularly well however, for close-quarters fighting, when fast follow-up shots are required. Similarly, at nut-to-nut ranges, with multiple adversaries, there exists the very real chance of being body tackled by one or more of the enemy. This upright posture is not going to allow you do anything but fall, ass-over-teakettle.

It is crucial to understand that, at these distances, in the chaos of the actual fight, the need may arise to very rapidly transition from shooting someone to muzzle-thumping another fucker in the face, or even transition to a different weapon, or even unarmed combatives. The key to a seamless transition between these different methods is the use of a standing firing position that can serve as a universal, systemic fighting position, regardless of the weapon—or lack of weapons.

It is popular among martial arts instructors and Internet gurus of the gun, to recommend very specific foot positions and details of the “ideal” standing firing position. Forget all that horseshit. What you need is an “athletic stance.” It's that simple. Your feet should be at, or slightly more than, shoulder-

width, with your support side foot an aggressive step forward. It really is that simple. If you played football or basketball, wrestled, or have done judo, you know this “stance.” It’s about being able to move quickly in any direction, while still maintaining the stability to not BE moved in any direction, against your will.

The challenge of using an effective modern fighting stance is not the footwork. Instead, it is the need to keep the torso as square behind the gun as possible, to help mitigate the recoil issue. Remain as relaxed as possible, with your shoulders squared to the target. The support hand reaches as far out on the forearm of the rifle as possible, while still being able to maintain that isometric tension that holds it in place and reduces muzzle flip.



Standing position with an AKM. Between this and the following photos, notice that the foot position is always an “athletic stance,” but there is no pedantry about specific angles and distances.



The heavier weight and greater length of the FN/FAL requires me to stand slightly more erect, for balance. I am still in an athletic stance and leaning into the gun as much as possible.

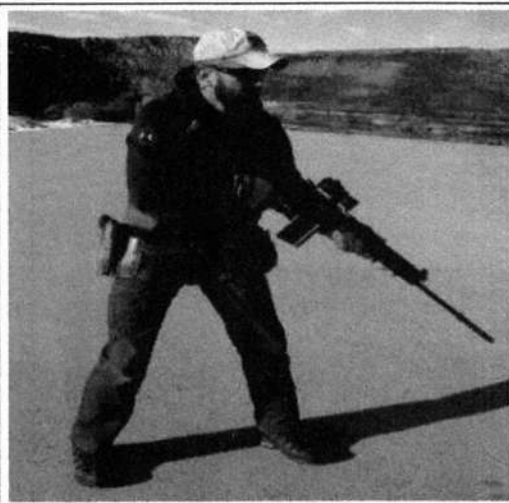
Dry-Fire and the 5+1 Drill

It has been correctly stated that expertise with a firearm is not made on the range. It is created with dry-fire practice.

The simplest, least expensive, most accessible training you will ever do with your rifle or handgun, dry-fire practice is also the most important training you will do with your weapons.

The idea of the 5+1 Drill (I actually learned it initially as a 10+1 drill, from one of my SF mentors, although I've seen the same principle of five dry-fire shots for every live-fire shot from a wide variety of certifiably expert shooters, ranging from SFOD-D veteran Paul Howe, to National Champion Grandmaster IPSC shooter Ben Stoeger) is that you will perform five dry-fire repetitions of any drill before you go live at the range. The 5+1 drill allows you to perfect the biomechanics of your shooting, including your NPOA and trigger squeeze, without wasting ammunition, or trying to figure out WHY your shot missed, during the live-fire iterations.

Not every rifle skill will be feasible to practice with dry-fire. Dry-fire, after all, will do little to help with your recoil management on shot-to-shot splits. From presentations of the weapon, moving from patrol ready to different firing positions, to sight picture/sight alignment and trigger squeeze, to immediate and remedial action, including speed and tactical reloads, the vast majority of your improvement with any firearm will occur as a result of good dry-fire practice. Additionally, since you are mastering solid, stable, and durable firing positions, dry-fire practice actually WILL help improve your shot-to-shot split times and recoil management.



One of the most basic dry-fire drills. From a patrol ready, I see my target....

Although it's gotten a bad rap, because of over-use by "trainers" that do n't know any better, the simple "UP!" drill for both live-fire and dry-fire is one of the most important basic combat rifle training drills you can do.

Everybody wants to do cool-guy, action hero shit, butter nobody wants to be bothered with the basics. Guess what?

The first dude who gets a round into the other guy... usually wins.



...and snap the gun up, find a sight picture, and move my finger to the trigger. At 25M, this can be done, with a 6-8" aiming point, in less than 0.75 second.

While there are countless different methods and "programs" of dry-fire practice, arguably the most important is the simple 5+1 Drill, since it should be done every time you go to the range, for every drill you fire at the range. To execute it, simply perform five dry-fire iterations of every drill you intend to

fire, for every live-fire repetition you perform. You want to run a drill five times? Great! Now, with the 5+1 Drill, you're actually getting THIRTY repetitions in of that drill, but without the ammunition costs.

Emergency Action

I was reading one of the more popular “carbine training” manuals in the prepper/survivalist culture recently (it will remain unnamed, because my mother taught me “if you can't say anything nice, don't say anything at all!” Said book is bad enough that I really cannot say anything good about it). In it, the author made the point that a trained shooter shouldn't worry too much about malfunctions, because modern firearms are so utterly reliable.

Well, yes. I've got somewhere in the vicinity of 10,000-15,000 rounds through one of my M4 carbines. I've got an awful lot of rounds through my AKM as well. Neither has had many malfunctions. They have however, had malfunctions. Shit happens. They are machines. Even the best rifles can malfunction for various reasons, ranging from bad ammunition to broken parts or foreign debris getting into the action. Like I said, shit happens. Anyone who says malfunctions NEVER happens? Or that you don't need to worry about malfunctions clearance drills? That guy is a fucking idiot, whose experience is probably—almost certainly—largely comprised of playing video games.

In most modern fighting weapons that are built of decent parts, by someone who knows what the hell they are doing, by far, the most common reason for a failure-to-fire is simply being out of ammunition. The solution of this is a speed or emergency reload.

The Speed Reload

The speed reload is an emergency action (thus the alternate name) used when your weapon unexpectedly runs out of ammunition during a fight. It is pretty important that you maintain the ability to continue killing bad people until they have all left, are dead, or you are. When your rifle runs out of ammunition in the middle of the fight, the speed reload is among the best options for remedying the situation.

There have been some “experts” who have pointed out that the partisan fighter cannot afford to leave spent magazines littering the battlefield, since he doesn't know when or where he will find a resupply. In the defense of these “experts,” there is an overwhelming tendency in the tactical training industry to focus too much attention on the speed reload at the expense of reloads that involve retaining possession of spent magazines. Unfortunately, there's a really fucking good reason for this: it's an EMERGENCY!

There are two times in a fight when it is absolutely, positively, undeniably MANDATORY that you execute a speed reload. The first of these is during the initial magazine change during a fight. If you have gained fire superiority over the enemy (he is more concerned with not getting shot than he is with shooting at you), then you need to maintain it, so he doesn't suddenly regain a compelling desire to shoot at you. If you have NOT gained fire superiority, then you'd damned well better hop to it, or they are going to maneuver around you and kill you.

The second time a speed reload is absolutely, positively, undeniably MANDATORY is when you are providing suppressive fire to protect a partner during their movement. If your weapon runs dry in the middle of your partner's movement, you need to communicate the fact to him that you are reloading (for the love of all things Holy, do NOT use “I'm down!” as your verbal indicator for needing to reload), and hasten to get your gun back into the fight, as fast as you are capable of doing so. Your

ability to reload and get your gun back into the fight and resume firing, before the enemy can even realize that you are not firing at him, and get his own gun into the fight effectively, may be all that saves your partner's life.

Seriously...if your buddy dies because you were too stingy to conduct a speed reload? I hope the devil ass-rapes you with his pitchfork when you get to Hell.

Any time you discover that your weapon has run dry during a fight, unless you have such an adequate weight of numbers and fire superiority on your side to ensure that the advantage will not be lost, you should conduct a speed reload. You can always shove the empty magazine somewhere before you move to a new position.

The necessity of this is going to largely depend on exactly who you are fighting. The fact is, most "organized" criminal elements you may face in the urban areas will not be particularly well-trained marksmen. Gaining fire-superiority, even if they have automatic weapons, may not be particularly difficult. Maintaining it may be even easier. On the other hand, a machine-gun crew of combat veterans, or occupying troops, will probably be significantly more difficult to suppress. Again, it depends on the exact context you find yourself in. Fortunately, training for the most difficult situation you can imagine facing will make anything simpler than that easier to resolve.

To conduct a speed reload, with an AKM, FN/FAL, or M1A, because of the way the magazines are locked into position, the method is almost identical.

1) There are two basic ways to realize your gun has run dry. One is feeling that the bolt-carrier group has locked to the rear. This is pretty easy to recognize with AR15 variants, if you have spent anywhere near adequate range-time with one. The M1A also has a bolt-hold open that makes it possible to notice when the gun's bolt-carrier group has locked to the rear, rather than going back into battery.

Some models of the FN/FAL have this bolt-hold open feature, others do not. The AKM was not designed with one. With the exception of those with an after-market device added, an AKM will not have its bolt-carrier group lock to the rear on an empty magazine. For those rifles that do not feature a bolt-hold open (BHO) feature, the surest way you will know your weapon is empty is when you get a "click" instead of a "bang." We will deal with this issue below.

For those rifles—AR15, M1A, some FN/FAL, and some others—that feature a BHO device, there is only one problem with relying solely on feeling the bolt carrier group not return to battery as an indicator of an empty gun; a double-feed malfunction will feel the same. Unfortunately, simply trying to execute a speed reload, to remedy a double-feed is generally ineffective.

Due to this similarity, when we feel the gun not going into battery, we need to make sure of what we're dealing with. So, we roll the gun inboard and visually inspect it (the aforementioned horrible example of a "carbine training manual" so popular in the prepper community makes the point that this will not work in low-light conditions. This is flat wrong. The reality is—especially in urban areas—unless you are in a tunnel or interior room, even on the darkest, most overcast night, with no artificial illumination, there is still enough light to tell, at the 4-6 inches from your face that you need, whether the feed well is empty—you'll see the blackness of carbon build-up—or whether there are some brass cases in their. It's really more a matter of "something is there" versus "it's darker than the pits of Hell." If you have night-

observation technology, or even minor ambient light, from the moon and stars or occasional working streetlights, it's actually really easy to see the difference.).

I've read more than one "expert," like the aforementioned above, point out that modern fighting guns are so reliable that you don't need to even concern yourself with the potential for malfunctions. That's so far beyond stupid, I'm surprised those "experts" can manage to breathe without suffocating. My guns are as reliable as any I've seen. I replace my magazines regularly. I'm still not going to rely on the fact that a machine "should" never fail as life insurance. It takes about 0.02 seconds to visually inspect the chamber and then move on. Take the 2/100ths of a second.

For an AR-variant, once you've visually inspected the magazine well and verified your gun IS empty, depress the magazine-release button with your trigger finger, and roll the gun inboard, so the magazine well is pointing towards your support side hand (note all directions are for right handed shooters. Southpaws, you're out of luck in this book. I've only got so much space....). Much of the time, your magazine will actually "self-eject." Some have derisively termed this the "Magpul fling." Intentionally trying to get maximum distance out of the magazine fling would be retarded. Gaining an extra fraction of a second by having the magazine leave the gun on its own is not a bad thing. If it doesn't however, as your support side hand drops to grasp a replacement magazine, you can simply pull the spent magazine out using the "grip-and-rip." Grab, pull it clear, and drop it. Then, grab your new magazine and seat it.



Feeling the bolt fail to return to battery, I've rolled my M4 inboard, to visually inspect and ensure that it is empty, and not suffering a double-feed malfunction.



Recognizing the empty chamber, I depress my magazine release button and roll the gun the opposite direction.



Notice I keep my rifle up, in my "workspace" as my support hand is reaching for a new magazine.



As the magazine feed lips near the magazine well, I change my point-of-focus to the magwell, long enough to get the magazine in.

Once the magazine is seated, I tug it firmly to be sure. My thumb is in the perfect position to just hit the ping-pong handle of the bolt-release, and then slide out onto the forearm of the gun, back to a firing position.

The gun should remain in your “workspace,” in front of your face, regardless of firing position, throughout the reload. This allows you to continue looking downrange, to see what the enemy is doing. At the moment you need refined vision, such as starting the magazine into the magazine well, you can change your point-of-focus momentarily, to achieve this, and then look back towards the enemy, as you remount the gun.

Once you've fed the magazine into the magazine well, slam it home firmly. You should feel it click into the seated position. Slapping the base of the magazine firmly may be required. In either case though, a quick “tug” on the magazine will provide reassurance that it is seated and locked into position. Since your thumb is already nearby, the fastest, surest way to place the gun back into battery is to simply depress the “ping-pong paddle” bolt-release button as your support hand moves back to its position on the forearm of the gun.

With AKM and FN/FAL rifles that don't have a BHO, there is really no value in inspecting the magazine well during a reload, because the first indicator you will get that the magazine is empty is when you get a “click” instead of a “bang.”

With these rifles, when you heard the click, you roll the gun so that the ejection port is upward, and cycle the charging handle forcefully, one time, visually looking at the chamber as you do so. If it was a simple malfunction, such as a fail-to-fire due to a faulty primer in the cartridge, you will see the bad round eject (on my AKM, it's liable to give you a fat lip the ejector spring is so stout!), as well as noting the presence of other rounds in the magazine. When you see the new round feed, simply return to the fight!

If you notice that the gun is empty however, immediately begin a speed reload:

To begin, you will roll the gun so that the magazine points towards your support side. Grasping the magazine up high, near the top, will allow your thumb to depress the magazine release latch at the rear of the magazine (in front of the trigger guard). Rock the magazine loose and drop it. Seriously, just drop it. You don't need to stow it somewhere, and you certainly don't need to send it flying. Just drop it. Your support hand should immediately drop to wherever your next magazine is stowed on your person. Grasp it, bring it up to the magazine well and rock the magazine in (All three rifles: AKM, M1A, and FN/FAL, require a “rocking” motion to seat the magazines). Once you feel the magazine lock into place with a “click” you should attempt to rock the magazine forward to ensure that it is seated and locked into position.

Roll the gun in the opposite direction, so the magazine well and/or ejection port is visible. Rack the charging handle rearward and allow it to return to battery, under the power of the recoil spring. Watch the new round in, to ensure it feeds, and then return the gun to a firing posture.

There is a movement amongst a lot of very qualified trainers to use what has been described as the “Spetznaz” method of running the charging handle, which involves reaching UNDER the gun and running the charging handle without watching the new round feed (you'll notice in the photograph, I used this method. I actually had a severe laceration to my left hand the day these photos were taken, and didn't want to risk busting the cut open again...). There is nothing wrong with the alternative method. I don't know that it is legitimately a “Spetznaz” technique. In fact I doubt it, since video of Russian soldiers almost exclusively demonstrates them using the method I normally use, but this method DOES work alright.

While a lot of trainers tend to spend too much of their training time working on “pistol drills, while armed with rifles,” the fact is, there's really not much difference between running this drill while standing and while in the prone position.

The most important aspect of performing the speed reload from the prone position is the recognition that you are using the prone position for safety. Throwing your hands and arms up in the air, or raising your head too high, during the speed reload, is a solid way to get your fucking grape exploded.



I've rolled the AKM in and am releasing the spent magazine with my thumb.



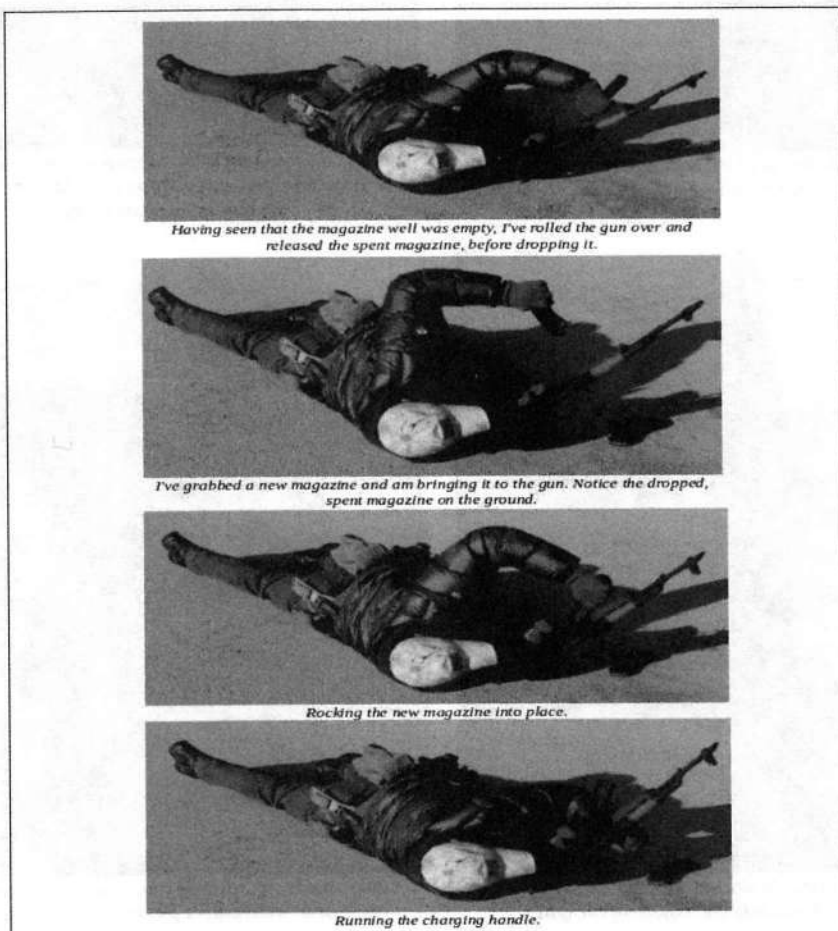
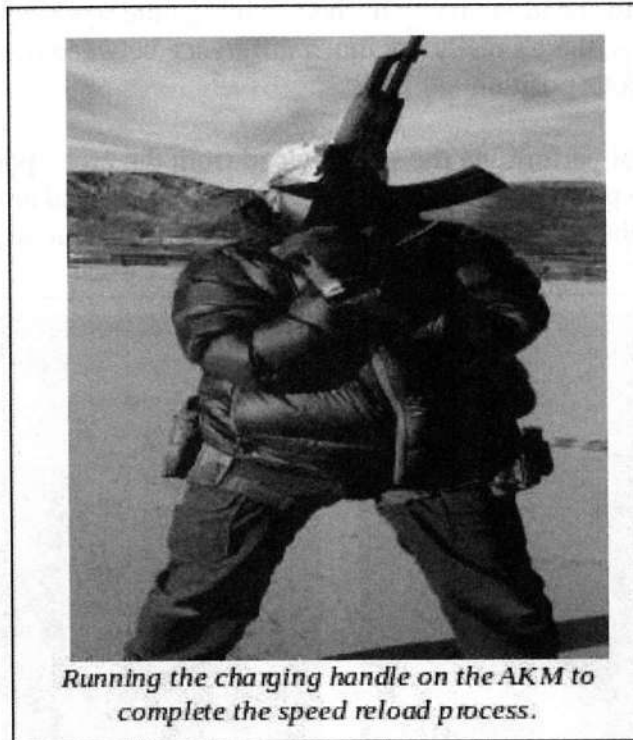
Having dropped the spent magazine, I've grabbed a new magazine and am bringing it to the gun, keeping the gun in my workspace.



New magazine is started into the magazine well, tilted towards the muzzle of the gun.



...and seated, by rocking it back and up, into the magazine well, until I feel it lock into place.





...and I'm back in the fight. Even in the prone, this reload takes me less than 2.5 seconds--on a slow day.

The Tactical Reload

The tactical reload is a technique used to ensure that the magazine in your weapon is topped off, whenever possible. In an ideal world of course, the tactical reload is preferable to the speed reload, since it means your gun is never completely unloaded, and certainly not unless you are consciously making it so.

The most commonly voiced problem with the tactical reload is the idea that it should be used during “momentary lulls in the action” of the fight. In a short, close-range, urban self-defense or law enforcement shooting situation, there is seldom any sort of “lull” in the action until the fight is over. This has led a lot of trainers to either stop teaching some form of tactical reload, or to simply gloss over it quickly with a statement to the effect that “you’ll never use this.”

In my experience however, these lulls do occur in more pitched battles. Even in short-duration fights, they can occur, even if they need to be created. A “coincidental” lull in the action of a fight occurs randomly, as none of the belligerents can see a suitable target to engage with aimed fire, resulting in a brief lull in the gunfire. Another example I’ve seen commonly occur is the inability of the enemy to shoot worth a shit. The enemy may be shooting “at” you, but he’s such a piss-poor marksman, that he’s not actually shooting “at” you. This ineffectiveness of “incoming” fire may offer ample opportunities to “top off” your magazines with a tactical reload.

Additionally, we can utilize what I term an “induced” lull in the action. This may occur at any time that you feel you have the opportunity to take a moment and reload. The faster you can accomplish a tactical reload, the greater the number of opportunities you will find that arise for you to induce a “lull” in the action and execute the reload, allowing you to stay in the fight.

One example of an induced lull in the action—assuming you can execute a tactical reload fast enough—is when your Ranger buddy is providing protective suppressive fire, such as immediately before or after you move to or from a temporary fighting position. If you can execute your tactical reload in 3-5 seconds, then you can induce a “lull” by counting on the protection of your partner’s protection. One of the more loathsome issues that arose with the tactical reload is seldom taught anymore,

thankfully. This was the idea that you could count the number of rounds you'd fired from a given magazine, and perform your tactical reload when you had less than five rounds left. This concept was farcical to anyone who's ever actually been shot at. Under fire, you will—I promise you—have considerably more pressing things on your mind than the number of shots you've fired out of any particular magazine.

What you CAN achieve however, is a general understanding of “have I fired more than 15 rounds from this magazine, or less than 15 magazines from this magazine?” If you are at least relatively certain that you've fired more than 15 rounds from your magazine, it may behoove you to try and induce a lull to execute a tactical reload. It is NOT necessary to wait for the enemy to give you the lull you need. While famed small-arms instructor Chuck Taylor, a Vietnam-era Ranger veteran, apparently invented the most commonly taught tactical reload, back in the early 1980s, while he was teaching at Colonel Cooper's Gunsite Ranch, there is an older method that works more efficiently with rifles. This method, now commonly referred to as the “reload with retention,” seems to be making a comeback in the civilian tactical training industry. This is with good reason—it works. This second method is the technique we generally used when I was a young Ranger, and I continued to use it throughout my career, and still today, despite being intimately familiar with Chuck's method. Why? It's simpler, more robust, and quite simply, it works.

To execute a reload-with-retention tactical reload, the shooter realizes that he has fired somewhat more than half of his current magazine. Deciding that he does not want his rifle to run completely empty, he removes his finger from the trigger and moves the safety selector switch from “FIRE” to “SAFE” (there's still a round in the chamber after all). The shooter then removes the partially spent magazine and stows it somewhere secure, on his person. This may be a “dump pouch,” or simply dropping it down the front of your tucked in shirt. It may even be as simple as shoving the magazine in a pocket. Once the shooter has stowed the partially-expended magazine, he withdraws a new, full magazine and locks it into the weapon. Returning the safety selector switch from “SAFE” to “FIRE,” he is now able to re-engage the enemy with fires.

The point of the reload with retention, versus using a speed reload for every reload, is that the ammunition still present in the magazine may become crucially important to your survival before the fight is over. A speed reload, and simply dropping the magazine to the ground, may waste ammunition that could save your life. Do not however, stow the partially expended magazine back to where you keep your full magazines. It would be terminally embarrassing were you to reload with a magazine that you assume is full, only to realize two rounds later, it were not.

The Non-Diagnostic Malfunction Clearance

A malfunction can be defined as any occurrence wherein your weapon fails to function properly. As such, even your weapon running empty could be considered a malfunction. Such a strict definition however, is obviously ludicrous. After all, the gun being empty doesn't mean it is not running properly, in accordance with its design.

Malfunctions in the practical sense, can be caused by a number of factors, including an unseated magazine, deformed or broken magazine feed lips, malfunctioning ammunition, broken internal parts within the gun, or an extremely fouled weapon. The last is far less common a cause of malfunctions than believed among novices.

Due to the number of possible causes of malfunctions, it has been a common practice in the training industry to label different types of malfunctions, such as Type I, Type II, and Type III malfunctions. With renewed interest in the OODA Cycle of decision-making though, there has been a recognition of the need to streamline the decision-making process as much as practical. This has led to the development of the “non-diagnostic malfunction clearance.” This method, based on the long-standing military “SPORTS” acronym to describe the process.

The first stage of the non-diagnostic malfunction clearance is referred to as “immediate action.” This will clear most of the most common malfunctions that you are likely to face. These include unseated/unlocked magazines, primer failures and faulty ammunition, and failures to extract or eject. It is remembered and executed through the mnemonic memory aid, “Tap-Rack-Bang.”

With the AKM, M1A, and FN/FAL, the process is only slightly different than the method used with the AR15. Upon feeling the “click” of the trigger breaking, rather than the “bang” of the shot being fired, immediately slap the front of the magazine forcefully, to ensure that it is seated. This is most effective if you also tug the magazine, to ensure it is locked in place.

Recognizing that the magazine is seated, roll the gun sharply over, so you can visually inspect the ejection force. Rack the charging handle rearward, watching for the malfunctioning round to eject. Allow the bolt-carrier group to return to battery under the power of the recoil spring. Watch to ensure that a new round feeds into the chamber, and return the gun to the fight with a “bang” of the next round fired.

If immediate action does not remedy the situation (or if on a weapon with a bolt-hold open device, the inspection reveals a double-action as the source of the malfunction), the follow-up to immediate action is remedial action. This is the second stage of the non-diagnostic malfunction clearance. Because it requires significantly more time to complete, under enemy fire at close ranges, it may be warranted to transition to a secondary or tertiary weapon, or to use the inoperable rifle as an impact weapon, rather than trying to perform remedial action during the fight.

To execute remedial action with rifles such as the AKM that do not have a bolt-hold open device, rip the old magazine out of the gun and drop it. Double-feed malfunctions, for example, are most generally a result of deformed magazine feed lips. The magazine is the source of the problem, so it's not going to be useful during the duration of the fight.

Immediately, rack the charging handle at least three times, watching to see the ejection of the stuck cartridges. An important technical note is that with the AK74 variations, there is an important detail that must not be overlooked. With AK74 variations, the muzzle of the weapon must be dropped towards the ground. Keeping the muzzle up can result in a catastrophic failure. The external case dimensions of the 5.45x39mm cartridge are small enough that they can fall into the rear portion of the AK74 receiver, beneath the retracted bolt-carrier group, locking the gun up. Like a bolt-override in the AR15, particularly nasty malfunctions of this sort may not be remedied by the non-diagnostic malfunction clearance.

Battle-Sight Zero of the Combat Rifle

Zeroing your rifle is essential to being able to actually hit what you are shooting at. While it was common in the days of fixed sights, such as on old black powder muzzle-loading rifles, to use what is

referred to as “Kentucky Windage” and “Arkansas Elevation,” this is obsolete at common combat distances, except in some very limited, specific situations. The common availability of adjustable iron sights and optics makes it possible to specifically align your sight picture to coincide with the point-of-impact of the fired projectile.

One popular “prepper” and survivalist carbine training manual claims “I don't zero a battle rifle...” The author then goes on to use four pages to explain that because his optic's reticle is only two inches above his bore, and subtends 4MOA, he's not worried about missing as a result of vertical deviation.

I've read a lot of nonsense in survivalist how-to literature over the years, some of it enough to give a saint fits of apoplexy. This however, is quite possibly the worst. ZERO YOUR FUCKING RIFLE!

If you shoot my kid “on accident,” and I find out it's because you tried to take a head shot with a rifle that wasn't “zeroed,” and you missed, because of that sort of nonsense, I will murder you. Seriously. I will sneak into your house, while you sleep, and saw your fucking head off, before I kill the rest of your family as well. Failing to zero your weapon is a lazy act of negligent irresponsibility. Period. Full-stop. End-of-story.

The reason we zero our rifles is to establish what is called a “battle-sight zero,” or BZO. This puts your sight picture in alignment with the trajectory of the rounds exiting your rifle at repeatable, predictable off-sets. This allows you to get predictable, precision hits at all ranges within—and exceeding—the range of your BZO.

The ballistic charts for common combat caliber weapons, including 5.56x45mm, 7.62x39mm, and 7.62x51mm are readily available, and demonstrate the ease with which you can learn to know EXACTLY where your round will go at common distances, out past 200 meters. A 4MOA reticle? Doesn't mean jack-shit. I can shoot a sub-2MOA group with a 4MOA dot. It's not even particularly difficult. There is no excuse, whatsoever, that is acceptable for not having zeroed your weapon. The first step in achieving a zero is to acquire a shot group. Shot grouping provides a very basic assessment of your marksmanship abilities, while also providing a frame-of-reference of what adjustments need to be made to the sights of your rifle to correlate point-of-aim and point-of-impact. Your point-of-aim will coincide with your point-of-impact at the desired range—100, 200, and 300 meters are common BZO distances, depending on the rifle. Additionally, at any distance between your muzzle and the zero range, your point-of-impact will deviate from your point-of-aim by no more than a given distance. This means you can hold center-of-mass of an aiming point and know you will hit what you are shooting at.

The US Army standard for the general infantryman has long been a three-shot group. This can be adequate. Within some special operations units, the Marine Corps (long noted for its mastery of teaching traditional military marksmanship), and the civilian training industry, the standard has been a five-shot group for some time. This is in recognition of the fact that if one shot within your group is a flier, a three-shot group just became worthless, whereas a five-shot group still offers you a four-shot group for reference, and is easier to recognize the flier for what it is.

The goal of your grouping practice should not necessarily to hit the bull's-eye, at least with an unzeroed weapon. Instead, it is to ensure that your rounds are hitting in the same specific area on the target. Two five-round shot groups, in other words, should look—to the uninitiated observer at least—like a single

ten-round shot group.

If you cannot achieve a consistently tight shot group of at least 4MOA, you cannot even begin to effectively zero your rifle. That's okay though, because that means you can't shoot well enough to be effective anyway, especially in the precision fire arena of the underground. You need to step back, mastering the fundamentals of marksmanship with dry-fire practice before you even worry about putting live rounds in your weapon. Contrary to the opinion of some "experts," even the lowly AKM will shoot a 4MOA shot group—with iron sights, no less.

As you begin to zero your rifle, you need to be able to apply all of the fundamentals of marksmanship, to every single shot you fire. If you cannot achieve that, you need to back up and increase your dry-fire practice.

Arguments and debates continue to rage, concerning the "ideal" distance that a modern combat rifle should be zeroed. The current, long-term doctrine for the US Army's M16 rifle and M4 carbine centers on a 25/300 meter BZO. Unfortunately for our needs, this results in an eight-inch difference between POA and POI at 100 meters. Since you are far more likely to engage a hostile at 100 meters than 300 meters—and he's likely to be using cover and concealment, no less—this is impractical, to say the least. An improvement was developed to the 25/300 meter BZO by US Army Lieutenant Colonel (LTC) Chuck Santos for more applicability in the urban street fights his unit encountered in Operation Iraqi Freedom (OIF). This Improved Battle-Sight Zero (IBZO) involves zeroing your rifle at 50 meters, and then firing a second, confirmation zero at 200 meters. The IBZO results in a maximum ordinate (the greatest deviation between POA and POI) of a mere two inches at 100 meters.

While the difference between the POA and POI at 300 meters is obviously greater with the IBZO than it is with the doctrinal BZO, regardless of the fantasies of Walter Mitty heroes of the survivalist culture, a 100 meter shot is far, far more likely than a 300 meter shot. Most people reading this—and certainly the guy writing it—can't see well enough at 300 meters to see a partially concealed target, let alone positively identify them as a potential threat.

A lot of trainers in the civilian industry, including some from the pinnacle of the military SOF units—like 1st SFOD-D and the Naval Special Warfare Development Group, SEAL Team Six—push the 100-meter zero. There's a lot to be said for this zero in their context, both as JSOC special missions unit members, and for teaching civilian defensive shooting and law enforcement-centric classes. For the underground partisan, this may still be a valid consideration, since most of your fights are going to occur well within 100 meters.

For the guy running an AKM, this is going to be even more of a concern, since the external ballistics of the 7.62x39mm so closely align to those of the .30-30 Winchester, which has traditionally been considered a 150 meter cartridge. Some advocate a 14 meter zero with the AKM, which results in a 250 meter zero. Since a couple of those guys were mentors of mine, I'm not going to say it's wrong, but I do consider it optimistic at best. This results in almost a 12" discrepancy between POA and POI at 100 meters.

A 100 meter zero with standard 123-grain 7.62x39mm ammunition, on the other hand, offers a mere quarter-inch discrepancy at 50M (trust me, you probably can't shoot well enough to notice that difference), and 2 ¼ inches at 150 meters. Once you reach out to 200 meters, the drop is over seven

inches. As bad as that is, it's still less than the difference at 100 meters if you use the 14/250 meter zero. For all of the reasons above, I generally recommend a 50/200 meter zero, with rifles in 5.56x45mm and 7.62x51mm cartridges (ironically, inside of about 400 meters, the external ballistics of the two are remarkably similar), and a 100 meter zero for 7.62x39mm. On the other hand, a really simple zero for the iron sights of the AKM involves setting the rear notch sight at it's zero setting, and zeroing at 25 meters. This will put you remarkably close for all common combat ranges. For further ranges, you can simply employ the marked stadia lines on the rear sight elevation ramp, although I HIGHLY recommend verifying these on an actual known-distance range before relying on them in a fight. You're not going to get any appreciable accuracy at 800 meters after all.

A zero I've heard of with 7.62x39mm, but never personally tested, involves a close-range zero at 10 meters, which according to the zero, gives you a 150 meter zero. I cannot confirm or deny this. Of course, now I'm going to have to go try it.

Whether you are zeroing iron sights or an optic, the same basic principles apply. Begin by firing a 3-5 round group at the designated distance, such as 25 or 50 meters. Assuming that the shot groups are sufficiently tight, and in the same general vicinity on the target, the adjust your windage or elevation, and fire another group. If the adjustments are correct, adjust the opposite, and fire a minimum of two shot groups to confirm the zero.

The Known-Distance (KD) Range

Firing on a known-distance, or KD, range, from various firing positions, has a couple of primary benefits for your training. First of all is that it reinforces your ability to fire tight groups, within the mechanical limits of your rifle and ammunition, from the various firing positions. It also develops your ability to make adjustments—using Kentucky Windage and Arkansas Elevation—to your point-of-aim, in order to mitigate the effects of gravity and wind, at the different ranges, and to test your basic level of marksmanship skill at the various ranges, from the different positions.

Firing on a KD range is NOT the pinnacle of achievement with a rifle. Being able to hit a target at any particular range does not make you a “marksman” or a “sniper.” The KD range is one of the intermediate steps along the path of developing combat marksmanship. KD range fire is conducted with a single, clearly visible target, at a known and measured distance, while the shooter has the time to establish his NPOA on that single target.

At the first stage of KD range training, you should fire at 50, 100, 200, 300, and even 400 meters from the various firing positions, depending on your skill level and your particular rifle, without any time constraints. For intermediate-level KD range training, you should fire at the same known ranges, but from recreated field firing positions, such as behind rocks and logs, window and door frames, and other items that might be found on your battlefield. Again, this should initially be without time restraints, although you should quickly begin adding time constraints to this stage of your training.

KD range fire is utilized solely for the purpose of developing basic marksmanship ability. It does not require the shooter to estimate range, detect targets, scan a sector of responsibility, or transition between targets, let alone respond to surprise targets and short exposures.

The benefit of KD range fire is that it provides you the ability to see precisely where your shot groups are impacting, in relation to your POA. In order to gain this benefit however, you must assess your targets in order to clearly see the results of each shot string you fire.

KD Range Drill

One of my favorite KD range fire drills is a variation of the A-Drill (see the Combat Rifle POI in the Appendices). This involves a single-shot repetition...usually.

To execute this drill, at any given range, you will choose a firing position. Starting in the standing position, with the rifle at a field ready position, such as "patrol ready," with the safety selector switch on "SAFE," wait for the signal to commence.

When the timer sounds, move as rapidly into position, and at a C-Zone steel target plate. Time stops when you achieve a hit. The best part of this drill is that it encourages adopting a solid, stable, durable position from the start. By doing so, you increase your chances of getting a hit with the first shot, rather than dumping multiple shots in a futile effort to "get lucky." You can set your own standards, but I generally recommend aiming for a sub-3 second standard, from various positions, out to 200 meters, and 5-seconds from 200-400 meters.

KD Range Drill—Timed Position Shooting

Firing Positions	Novice	Intermediate/Advanced
Prone	100M	400
Squatting	50M	300
Kneeling	25M	200
Standing	25M	100

You should be able to execute this KD Drill at the above ranges, from the positions listed, based on your level of expertise. If we use the idea of 3-5 second rushes, as the foundation of the basic movement-under-fire technique, and are smart enough to assume our enemy will be at least as well trained as we are, then we need to be able to achieve these in less than five seconds. It IS achievable.

“Advanced” Rifle Marksmanship Skills

Moving past single-shot, deliberate aimed-fire shooting on KD ranges, from established firing positions, into more “advanced” shooting skills should be the goal of every partisan, as quickly as possible.

These range from multiple shot strings, rapid-fire, to shooting multiple shot-strings at multiple targets, shooting and moving, and low-light/no-light shooting considerations. Gun fights simply do not happen on flat, groomed rifle ranges, all golf course jokes notwithstanding.

Controlled Pairs, Follow-Through, and Multiple Shot Strings

When engaging bad people with gunfire, ample experience and historical research has clearly illustrated that the most positive way to rapidly terminate hostile threats is to put multiple rounds to the vitals of the aggressor, as quickly as possible. Historically, at close-quarters ranges, the “double tap”

has been taught as the preferred technique to accomplish this in the shortest time frame.

Fortunately, current doctrine has taken the lessons of experience and used logic to recognize the inherent shortcomings of the double tap. Every round you fire **MUST BE AIMED!** Not only can you not afford to waste rounds by missing, but you cannot afford to be responsible for errant, unaimed rounds killing an innocent bystander, and the resulting political and social blowback that will result from that negligence. By their very nature, at least the second round of a double tap pair is unaimed. Past about three fucking feet, that means there is a very real chance that it will entirely miss your intended recipient.

Controlled pairs or “hammers” have been the accepted doctrinal alternative for some time. Follow-through and recovery of the sight picture and sight alignment are emphasized throughout the training process of learning to fire controlled pairs. That is a good thing, by any reasonable metric. Controlled pairs require three distinct sight pictures: sight picture-shot-sight picture-shot-sight picture. The trigger press is accelerated, but never to the point that it results in jerking the trigger and destroying the sight picture and sight alignment. Trigger reset should be stressed, so the trigger finger never loses physical contact with the face of the trigger. This would result in inadvertent trigger slapping that would interfere with sight alignment and sight picture at the moment the shot breaks. Shit groups remain tight, as a result of consistency in execution from shot to shot, but controlled pairs can be executed extremely fat, with even moderate practice.

Controlled pairs are slower than double taps, because you have to develop the physical ability to aim/shoot/aim/shoot/aim rapidly. With solid training and subsequent practice, it is possible to fire two aimed shots at CQM distances out to 50 meters, in less than second. At 100 meters, two shots within a 3x5-inch index card, in two seconds is readily achievable with even a little practice.

Learning to fire controlled pairs is a useful tool for accelerating the learning process of “advanced” rifle marksmanship. It is one of the basic tools used to develop the mechanics of follow-through. The problem is that, all too often in both training and execution, the controlled pair becomes a default response to any threat that requires a ballistic remedy, and turns into a de facto double tap.

As soon as someone who has trained exclusively in double taps has to fire more rounds than that in order to drop a hostile, they end up missing the last shot, because they have inadvertently trained and conditioned themselves to blow the follow-through on the second shot of their controlled pairs. In the best-case scenario, then end up firing a series of controlled pairs, each pair separated from the others by a noticeably lengthy pause.

Whether you have to fire one, two, three, or five rounds, your string of fire does **NOT** end with the last shot fired. It ends after you have assessed the effects of your work, through the sights. You're done shooting after you've looked through the sights and seen that the threat is no longer there.

The problem that arises, in the real world, with any default response is that they simply ignore reality. You may have missed, or your hits may not have been as well-aimed as you thought they were. Worse, the guy you shot may not be a pussy, and it will take more than two hits to the vitals to put him on the pavement and keep him there. That's where the currently fashionable, and completely correct adage of “shoot him into the ground” comes from.

The real issue for combat rifle shooting, instead of cool-guy range ballet, is that the target is not going to stand still, ten feet in front of you, presenting a perfect silhouette for you to shoot at. What if all you can see is his foot or lower leg?

The sensible and correct response is to forget using any sort of programmed default response. Shoot the motherfucker, and keep on shooting him, until your sight picture clearly demonstrates that he is no longer a threat—or at least no longer the most immediate threat. Whether that takes one, two, or ten shots, you need to be able to fire accurate, fast, repetitive shots, while assessing the damage you're achieving, and adjusting for better results as needed, through your sight picture.

To master this, you need to change your patterns during training. Shoot one round to one target, three or four to the next, and two the last. Then, shoot three, five, one. The specific numbers don't matter, as long as they change from target-to-target, and day-to-day. The key is not go slow, nor to go fast. The key is to go as fast as you can see the necessary sight picture, and squeeze the shot without disturbing your sight picture.

Any hillbilly with a squirrel gun can take his time to draw a bead and get accurate hits on a target that isn't charging them with ill intent. We need to do better. Don't shoot any faster than you're able, but be able to shoot as fast as you need.

A common question that arises in regards to shooting multiple shot strings involves what do you do if there is more than one bad guy? Do you shoot each guy once or twice, as per the old standard, and then come back, or do you shoot the first guy until he's on the ground, and then move on? It's a valid question. The answer involves a relatively complex process of decision-making under stress that boils down to a very simple answer: it depends.

Common sense and basic logic—as well as tactical doctrine—tell us to shoot the most immediate threat first. Continue shooting him until he is no longer the most immediate threat, and then move on. If that means you have to kill, then kill him. Often however, if you get one or two into him, even if it doesn't kill him, it will change his priorities.

If you get a round or two into a guy, or even just close, it may very well force him to duck behind cover, in an effort to keep you from shooting at him again, right away. He is no longer the greatest immediate threat, so you can move on to the next target.

Multiple Target Transitions

Of course, that leads us to the issue of transitioning from one target to another, and how we accomplish that at various ranges. Real world shooting encounters, even in the urban conflict scenario, rarely involve only one bad guy to shoot at. This requires us to learn how to engage multiple targets as fast as necessary, so that while shooting at one guy, the next guy doesn't punch one through your head.

The single most important aspect of transitioning between targets is to utilize the fundamentals of marksmanship on every target. Getting in a rush because there are multiples, and throwing the fundamentals out of the window will not help. Regardless of how many bad guys we're facing, we need to execute the fundamentals with consistency. Every single shot needs to be fired, the exact same way, every single time.

As you shoot one target and it is no longer the most immediate threat, look to the next target. By placing your visual focus on that target, as you snap the gun around, you should see the sights superimpose themselves into your visual plane. Break the shot. Repeat as necessary.

There are two basic methods of achieving this: The first method involves identifying the targets as individuals and engaging each of them as individuals. This method works best at intermediate distances, and at close-range distances, when noncombatants are interspersed with the hostiles (as will occur in the urban fight).

The second method of engaging multiple targets only works at extremely close ranges, when all of the bad guys are relatively close together, with no intervening noncombatants between them. This involves treating the multiples as a single target. Instead of recovering your follow-through and sight picture on the target you just shot, as you see the bad guy falling, you recover from the recoil cycle by finding a sight picture on the next target in your sequence. This method, although inarguably the fastest way to deal with multiple, close-range threats, is of extremely limited use for the partisan, especially those in the underground who will almost always find their operations conducted in the presence of noncombatants.

Discrimination Shooting

Closely intertwined with multiple target transition engagements in the real world, the concept of discrimination shooting is of crucial importance to the underground partisan. The modern battlefield, even for the conventional force soldier or Marine performing COIN operations in Iraq or Afghanistan, is drastically different from the “total war” environments our fathers and grandfathers faced in World War II, Korea, and Vietnam.

You absolutely, positively, must learn to be discriminating in your targeting. Killing the some teenage kid, who happened to be stuck at the checkpoint you decide to raid, because you were to ill-trained to be discriminate with where you place your fires, will not result in long-term success and survival for you. People are—contrary to our prejudices otherwise—basically decent human beings when it comes to caring about children and innocents.

Discrimination shooting is far more than simple “shoot/no shoot” exercises, with guns and hands spray painted on silhouette targets. It is extremely unfortunate that it has been reduced to that in to many “high-speed” shooting courses. It’s also a matter of understanding basic geometry and ballistics, with a huge dose of high-speed cognitive reasoning thrown in the mix. Consider the basic firearm’s safety rule of “know what is down range of your target, between you and your target, and to either side of your target.” This is easy on a square range, when all the shoot and no-shoot targets are conveniently placed on a straight line in front of you.

In the real world though, people are not so conveniently placed. A solid shot to the enemy’s hips is great—unless it punches through the pelvic cavity and ends up in the head of a four-year old standing six feet behind the bad guy. Something as complex as real-world shooting problems can seldom be distilled to simple, jingoistic, binary decision-making processes. It requires regular training and practice, using complex decision-making processes in your drills, in order to condition your brain to streamline the OODA Cycle.

It has been accurately pointed out that the human brain is incapable of multi-tasking. The first time I heard that statement, I was offended. After all, I've driven a vehicle in the tight confines of Third World traffic, engaged in shouted conversations with other vehicle crew members, and fired my weapon at bad guys outside—all at the same time.

After careful, deliberate consideration though, and discussing it with people with similar experiences, we began to realize the truth of the statement. I HAD done all of those things at the “same” time, but generally only one of them at a time had the benefits of my focused attention.

What happens is called task-stacking and task-switching. Your mind will prioritize the tasks facing it (task-stacking) and then flip through the different tasks as they change in degree of importance (task-switching). The faster that you can train your brain to cycle through these processes, the faster you will be able to make correct decisions in discriminating between targets and engaging appropriate targets with precision aimed rifle fire. This is critically important to understand as you learn to work through Perception-Recognition-Acquisition (PRA) drills.

PRA describes the three-step process that we have to go through in order to engage a target during discrimination shooting problems. We have to perceive a target exists, then recognize whether it's a valid target or not, before we acquire a sight picture. The best shooting drill I have found for developing and accelerating this ability to task-stack and task-switch, is a modification I made to the basic PRA Drill taught and used during the Special Forces Advanced Urban Combat (SFAUC) course, back in the 1990s, when it was still the Special Operations Tactics (SOT) course.

The specific drill I used involves combining the 1-5 Drill taught by retired SGM Kyle Lamb, of 1st Special Forces Operational Detachment-Delta (1st SFOD-D) and another drill developed by retired SGM Pat “Mac” MacNamara, also a veteran of Delta. I do feel comfortable claiming credit for combining the two into this specific drill, that I call the “PRA 1-5 Drill.”

Described in the Combat Rifle POI appendix at the end of this book, I feel the PRA 1-5 Drill—I am happy to admit it has often been renamed the “Mosby Motherfucker Drill” by students who have shot it in classes—is one of the best methods available, outside of force-on-force training, to begin teaching the shooter's brain to process task-stacking and task-switching more efficiently. It requires the shooter to think, throughout the drill, as he perceives which target is next in priority, recognizes that target amidst all the others, acquires a sight picture, determines if he can safely take that shot or needs to move first, and then executes the fundamentals of marksmanship for the requisite number of shots, before returning to the start of the process.

I can guarantee you, if you actually try the drill, as described, you will curse in frustration the first few times you try to execute it at speed. It's an extremely challenging drill, and a pain-in-the-ass to accomplish. Of course, that's the point. That is what makes it effective.

Shooting and Moving

The topic of shooting while you are moving raises a great deal of contention amongst the ranks of professional gunfighters and instructors, as well as among amateurs. Some very distinguished and qualified experts claim that shooting while moving is not only unnecessary, but actually detrimental in training. Others—often with similar qualifications—claim that shooting while moving is the pinnacle of combat marksmanship training and ability.

The most common argument against shooting while moving is that you will either be moving too fast to shoot accurately, or you will be moving slow enough to shoot accurately, meaning that you will be moving slow enough to get shot. On the other hand, room-clearing and other combat CQB task requirements have traditionally almost mandated the ability to shoot while you are moving.

Ultimately? It depends.

Before you can shoot accurately while moving, you absolutely must be able to shoot accurately while standing still. If you can't make a hit at 25 meters, while standing still, you certainly can't successfully shoot at 25 meters while you are moving.

In the end, the determination of whether to move while shooting, or to stop and take a shot, depends on the answer to one particular, critical question: can you move, fast enough to avoid getting shot, and still get hits? If so, then by all means, shooting while moving may be an option. Otherwise, your best option is to move—quickly—to a position of cover, and then stop and shoot.

This is entirely dependent on your marksmanship training and weapons handling skills, relevant to the distances involved. Shooting while moving during room-clearing in the average residential-scale house is relatively easy. Shooting at someone who is sprinting to cover, 100 meters away, while you're also sprinting to cover, is considerably more challenging.

As a general rule, outside of specific room-clearing tasks, I do not recommend bothering to try and shoot while you are moving. You will be more effective, have better precision with your marksmanship—which is obviously critical to the underground partisan in light of the presence of noncombatants in the battle space—and be better protected, if you use fire-and-maneuver in cooperation with a partner or partners. Nevertheless, there may be times during a street fight, when it becomes necessary to go ahead and pop a couple rounds at a dude ten, or ten, or fifty meters away, that your partner cannot or does not see, but poses an immediate threat to you. Even then however, more often than not, you'll be better off simply stopping for a second and snapping an accurate shot at the guy.

One aspect of shooting while moving that I have an extreme knee-jerk reaction to is, I refuse to teach shooters to fire while moving backwards. There are two basic reasons behind this: the most obvious, if the shooter is actually paying attention to his fundamentals of marksmanship, rather than just spraying rounds downrange, then they cannot possibly be paying attention to where they are going. They will inevitably end up tripping over something they don't see. Tripping is embarrassing enough. Tripping, and having your sympathetic startle response result in your dumping a round into one of your partners as you convulsively grip and gun in fright, is lethally embarrassing.

Shooting while backing up looks cool, and works reasonably well on a flat, groomed square range. It doesn't work worth a shit in the real world, especially when you are outnumbered and out-gunned. The second reason I do not teach or practice shooting while moving backward is a matter of simple human physiology. No matter how athletic you believe that you are, you cannot move backwards as fast as someone else can move forward. Even in a one-on-one self-defense scenario, backpedaling while trying to shoot, will not save you. Either shoot, or run away.

I feel obligated to point out that, while I do practice it and teach it, I've never needed to shoot while moving, in a gunfight, outside of clearing structures, using the "old" method of CQB. If we convert to the "new" method of "shallow clear" CQB, I legitimately cannot see much reason at all to actually NEED to shoot while moving. As noted above, you can either shoot, or you can move. You can't do both with any degree of ability. It's a task-switching/task-stacking issue, just like discrimination shooting is.

Low-Light/No-Light Shooting Considerations

As in Volume One of **The Reluctant Partisan**, when I wrote this section, as I write it now, it is winter here in the mountains. This means it is dark by 4PM, and dawn doesn't arrive until after 8AM. That's a solid 16 hours of reduced light conditions out of every 24 hour period. Depending on the day of the year, weather conditions, and the latitude of your specific location, you are likely to face reduced-visibility shooting conditions well more than 70% of the time. Considering the need to operate indoors, even in grid-down scenarios, that percentage may climb to as high as 80-90%. Being able to perceive, identify, and engage targets in reduced visibility conditions is crucial. Not only do most defensive encounters occur during hours of reduced visibility, your ability to function effectively under these conditions will provide you a parity of skill—or even an advantage over—most potential hostiles you might face.

One thing that is often overlooked in training classes, books, and videos, however, is the degree of reduced visibility. A tunnel, with no external lights, ten feet under the ground, is DARK. A parking lot outside the mall, even with just one street light working, is not that dark. It's not even close.

Even ambient light from the stars and moon—even if it is filtered through the clouds—provides an awful lot of visibility, compared to the absolute darkness of that tunnel. This doesn't mean that you don't need an ability to illuminate what is around you, but it does mean that you can accomplish a lot more "in the dark" than you probably think.

Generation III night-vision technology in the form of AN/PVS7 and AN/PVS14 is a popular preparedness item, and for good reason. Night-vision technology, in the form of these NOD (Night Observation Devices) can be an extremely useful force-multiplier. When combined with the use of infrared (IR) lasers, and thermal imaging devices like the hand-held FLIR Scout, can give you the ability to see better in the dark than unequipped foes.

If you have these STANO (Surveillance, Target Acquisition, Night Observation) devices, and the enemy doesn't, they give you a decided advantage. The problem that arises for the underground partisan is that, this technology is not particularly expensive, and everybody has it. Expecting your enemy to NOT have night-vision STANO capabilities is the height of hubris. Even your wife's digital video recording camera probably has some near-IR night vision capability.

The best use of this technology, outside of special operations units that have the funding and time to train with them, every night, for weeks on end, is in the defense. STANO is extremely useful for security operations that require locating and identifying infiltrators, while you are in a static position. They can also be useful during infiltration of target objectives, albeit less than commonly believed, since they are difficult to make out detail with, if you lack adequate training and familiarity.

While I have seen students in classes who were willing to use their NOD in training, too often the replacement cost of the NOD, in the event of breakage, is considered to high to risk damaging them in

training. Unfortunately, effective use of NOD require considerable familiarization and sustainment training in order to overcome the inherent tunnel vision, lack of depth perception, and degraded visual acuity of their use. To often, when wearing NOD, even trained professionals tend to rely to much on the visual senses when they are equipped with NOD, ignoring sensory input from other sources.

This makes sense, since we are predominantly visual creatures, but with the degradation of visual acuity represented by the NOD, despite our belief that we CAN see, we end up ignoring sensory inputs that we would pay attention to if we lacked the NOD capability.

The greatest commonly perceived advantage of the NOD/IR laser combination, in the assault, is the perception that you can engage hostiles without compromising your position to the enemy. While this advantage is very real, it is most effective when used in conjunction with a sound suppressor on the weapon. Without a well-designed and properly-constructed sound suppressor, even the best flash suppressor cannot mask the sound and flash of gunfire. You're subject to the drawbacks of being seen, without being able to see particularly more.

Despite the benefits of STANO technology, the single most robust method of positively identifying friend-or-foe on the battlefield is still the use of visible white light. Yes, I own NOD. Yes, I use NOD. Nevertheless, despite considerable experience in their use, with the exception of longer range shots (generally outside of 50-75 meters) that may not even be presented regularly during urban operations, I recognize the superiority of the visible white lights for the actual gunfight.

It is only through the application of the rapid, aggressive application of precision violence—speed and violence-of-action—that will allow you to defeat the enemy in an close-range, urban street fight. The use of visible white light for shooting discrimination facilitates this better than NOD for most people. White light offers the fastest, most positive method for successfully identifying shoot and no-shoot targets when target discrimination is necessary.

Fortunately, the effective use of visible white light for reduced-visibility shooting problems requires little change to your standard shooting training to facilitate skill improvement. If you run the same shooting tables (inside of 50-75 meters, although I recommend trying them at 100 meters, if only to see the limitations) with white light as you run during daylight, you will see a significant increase in your reduced-visibility shooting skills.

The drawbacks to the use of visible white light for low-light combat shooting are very real however. Number one, as even the most naïve amateur picks up on very quickly, is that the use of visible white light makes you...well...visible, to the enemy, even if they are a long distance away. This is obviously, a pretty serious issue, unless you enjoy getting shot or blown up.

Number two, the use of visible white light—especially at the levels of brightness required for combat shooting and target discrimination—effectively kills your own night-vision, leaving you seeing nothing beyond white spots and stars, once you turn the lights off. This is a bigger issue than it first seems, since you cannot just go through the fight with your light left on.

Finally, even the most powerful available white lights are limited. Even my 620-lumen high power Streamlight lights have limited range. I can barely see a target at 100 meters, and certainly cannot make out adequate detail to discriminate between facial features, to tell who to shoot and who to not shoot. Effectively, even these extremely bright lights are limited to 50 meters or less for target discrimination.

The solution for the first problem is relatively simple. Turn the light on, resolve the shooting problem, then turn the light off and move. Once you've moved, move further, because the bad guy may have NOD capabilities, and now he knows where to begin looking for you. If you need to shoot again, turn the light on, resolve the further shooting problem, and turn the light back off, then move. Repeat as necessary. It really is that simple.

The solution for the second problem is more tricky. Yes, you can use the old-fashioned trick of closing one eye while your light is on. With the super-bright lights available today, this doesn't work particularly well. First of all, you lose half of your vision with one eye closed, and second, it still doesn't work particularly well. Even with the eye closed, the lights are bright enough that it still degrades your vision in the closed eye.

The closest thing to a solution is a patch over one eye. That's not much of a fucking solution though, is it? The only effective solution I have found to work is experience. I find that, after years of doing this, while my vision IS degraded by the use of white light, it is not enough to keep me from being able to see at a useful level, even after I kill the lights. In absolute darkness, it would be, but as we discussed previously, absolute darkness is actually extremely rare.

The third issue, like the second, has no simple answer. It is what it is. For many people, the only effective solution is going to be not engaging anything past the 50 meter effective range of the white light. This may be effective, but it will severely limit your effectiveness.

For me, the answer is two-fold. White light and NOD both have their place. Ultimately, both offer significant advantages and disadvantages. As long as you recognize what those are, and work within the limitations of each—and are willing to spend the time training to expert proficiency with both, as well as risk having to replace a relatively expensive piece of technological gear—they each are critical. For targets inside of the range of my white light's effectiveness, I stick to the use of the white lights. For targets beyond that, I use my AN/PVS14 and an IR laser.

Using a white light for target identification and engagement is relatively simple in conception, and considerably more complicated in application. To use the white light properly, when you see a target identifier, such as movement or silhouette, or muzzle flashes, you light it up with visible white light, mount the gun, pointed in the direction of the target, looking over the top of the weapon. Turn the light on, identify the targets that need to be shot, engage them, and then turn the light off and move a reasonable distance away, as permitted by the environment.

If you see a target that requires a shooting solution, then stop moving, long enough to resolve the shooting problem, before turning the light out and moving. Turning the light on to search for targets—especially outdoors, even in urban environments, although room-clearing has some caveats—is the reason that so many people erroneously believe that any use of visible white light serves no useful purpose other than to identify you as a target for the enemy.

The same general principles apply to the effective use of NOD and IR lasers. When you see a potential target through your NOD, identify it as a shooting problem, and bring the rifle up to a low-ready. Light up the IR laser, place the dot on the aiming point, and shoot. As soon as you've resolved the shooting problem, turn the IR laser off and move. It really is that relatively simple.

This chapter provides a comprehensive description of the basic fundamental tasks required for the effective, individual operation of the modern fighting rifle, including foreign weapons likely to be found in the arms caches of like-minded survivalists and preppers, as well as those you are likely to recover from criminal organizations. The specific tasks and skills described in this chapter are those needed to complete the Combat Rifle POI included in the appendices. Completion of the entire POI, and mastery of the drills included in the POI provide a solid basis of skill that serve as a foundation of tactical expertise and mastery of the modern fighting rifle.

Suggested Further Reading

Combative Fundamentals by Jeff Gonzalez

Green Eyes, Black Rifles by Kyle Lamb

TAPS: Tactical Application of Practical Shooting by Patrick McNamara

Appendix One Clandestine Carry Handgun POI

Period One: Handling and Manipulation of the Modern Semi-Auto Pistol

Performance Objectives:

At the conclusion of this lesson, participants will be able to:

- *Demonstrate the compressed ready position with the pistol.*
- *Demonstrate the presentation from the compressed ready position.*
- *Load and unload the pistol.*
- *Demonstrate the magazine exchange and combat reload.*
- *Demonstrate the four-step presentation from the holster.*
- *Demonstrate malfunction drills.*

Instructional Time: 1 hour

Instruction Type: *Lecture/Demonstration/Practical Exercise.* Instructor will explain and demonstrate the procedures with the participants imitating the instructor's actions. The participants then practice the movement skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to teach the participants the proper, efficient and effective methods of manipulating the modern, semi-automatic pistol. This is a dry-fire practical exercise. In addition to learning the new skills, it allows the instructor the opportunity to begin assessing the participants' safety habits and practices.

Introduction

A carpenter's final product is defined by how well he can manipulate his tools. In the same manner, the effects of a combat shooter's efforts are defined by his ability to manipulate his weapon effectively and safely.

Objectives of this Period

At the end of this lesson, you will be able to:

- demonstrate the compressed ready position with the sidearm.
- demonstrate the punch-out presentation from the compressed ready position.
- perform an administrative load and unload of the sidearm.
- demonstrate the speed reload, tactical reload, and reload with retention.
- demonstrate the four-count drawstroke from the holster.
- demonstrate the non-diagnostic malfunction clearance drill.

1.) The Combative Stance

The key to an integrated, seamless transition between the different spheres of combat, including unarmed combatives, edged weapons use, the sidearm, and the combat rifle, is the use of a universal fighting platform as the delivery system for these different weapons. This systemic approach serves to reduce the decision-making phase of the OODA cycle, by reducing the amount of thought and deliberation required to initiate action. This is the combative stance.

At the novice level, the feet should be slightly more than shoulder-width apart. The ankles, knees, and hips are flexed, with the weight equally distributed between both feet, and up on the balls of the feet. The hips and shoulder remain squared to the target/threat. Elbows stay down, and tucked slightly in to the sides of the torso. The body is flexed forward at the hips and waist, leaning forward aggressively, in order to assist in the mitigation of recoil, and ensure the ability to deliver faster follow-on aimed shots.

The shooter remains as relaxed as possible through the shoulders, and his head remains up. Do not "turtle!"

The pistol is held in a two-handed grip, in front of the upper chest. The firing hand grips the frame as high on the pistol as possible, with the trigger finger remaining outside of the trigger guard. Locate a positive reference point on the frame of the gun, such as the ejection port, rather than simply laying your finger alongside the trigger guard. This will help to prevent negligent discharges in the event of stimulus of the sympathetic startle response. The thumb remains up, parallel to the slide of the weapon.

The heel of the support-side hand should fit in the open space left by the firing hand, in positive contact with the pistol, and butted against the heel of the firing hand. The support-side thumb will ride just below the firing-side hand, and parallel to the slide of the weapon. The fingers of the support-side hand are wrapped around the fingers of the firing hand, as high as possible, to ride tight against the base of the trigger guard.

The support-side hand should, at least in theory, grip with slightly more than twice the pressure that the firing hand does. This is referred to as a 70-30 grip. In practice, it doesn't matter that much. 70-30, 50-50. The key is that the firing hand does not do all the gripping on the weapon. Doing so will result in a sympathetic nervous system response that will preclude free movement of the trigger finger.

(Practical Exercise Number One: Students will acquire a pistol-based combative stance. Repeat 10 times.)

2.) Punch-Out Presentation from the Compressed Ready Position

The "punch-out" presentation describes the modern procedure used to bring your weapon into action.

When the shooter presents the pistol to the target from the compressed ready position, he will minimize the required movement. The only part of the body that moves is the arms. The rest of the body remains stationary. The shooter will "punch" the pistol straight out, towards the target. The elbows may be slightly bent at the completion of the presentation, or straight. They should NOT be locked at full extension.

The shooter punches the weapon up, bringing the weapon's sights into his natural plane-of-vision. He does NOT lower his head to align the sights!

As this is happening, the shooter "preps" the trigger by making light contact with the trigger and beginning to take up the slack in the trigger press. Once a correct sight picture is acquired, steady pressure is applied to the trigger until the weapon fires. After the weapon fires, if the firing grip previously described was executed properly, the weapon will cycle through the recoil and the sights will return to the point-of-aim. Ensure that this sight picture is still correct. This is referred to as

"follow-through."

When the weapon is returned from the firing position to the compressed ready position, the head remains upright, and scans, observes, and assesses the situation, as the trigger finger is placed back outside the trigger guard in its positive point-of-reference. Do not just "scan" as a rote exercise. LOOK around you. Look at the trees that comprise the forest, and see the details that matter. Who is armed? Who is looking at you with undue interest? Who is pointedly ignoring you, despite the fact you just shot someone?

(Practical Exercise Number Two: Students will practice the punch-out presentation from the compressed ready position. Repeat 10 times.)

3.) Perform an Administrative Load and Unload of the Sidearm

To Load the Pistol:

- Assume the compressed ready position.
- Ensure the muzzle is pointed in a safe direction and approximately 45 degrees upward. The trigger finger should be outside of the trigger guard and in its positive point-of-reference.
- Withdraw a pistol magazine from your rear-most magazine pouch with your support hand. The magazine should be facing forward, with your index finger on the front top of the magazine's feed lips, touching the nose of the first cartridge. Use the index finger to guide the magazine to the opening of the magazine well.
- Visually guide the magazine into the magazine well and slide it firmly in to the weapon until the magazine seats with a "click."
- With the support hand thumb, reach up and activate the slide release lever of the weapon, allowing the slide to travel forward under the force of the recoil spring (alternatively, using the support-side hand, reach up grip the top-rear of the slide, behind the ejection port, and pull it forcefully to the rear, the full length of travel possible, and allow it to return forward under the force of the recoil spring. Ensure that the slide has gone back into battery.
- Re-acquire a firing grip on the weapon.

To Unload the Pistol::

- Assume the compressed ready position.
- Ensure that the muzzle is pointed in a safe direction and approximately 45 degrees upward. The trigger finger should be outside of the trigger guard and in its positive point-of-reference.
- With the thumb of the firing hand, depress the magazine release catch and allow the magazine to fall into the support-side hand.
- Keeping the pistol pointed in a safe direction, stow the magazine in the rear-most pistol magazine pouch.

- Grasp the top rear of the slide, behind the ejection port, with the support-side hand. Pull the slide forcefully to the rear the full extent of travel. This will cause the chambered round to be ejected. Allow it to fall to the ground, as you visually inspect the chamber and magazine well to ensure that it is clear.
- With the thumb of the support-side hand, push the slide stop level up and lock the slide to the rear, in the open position. Insert the index finger of the support-side hand into the ejection port and double-check that the chamber is empty. This can also be used under low-light conditions in place of the visual inspection.
- Depress the slide lock lever and allow the slide to go forward.

4.) The Speed Reload

The speed reload is an emergency procedure. It should be utilized when the pistol runs out of ammunition while the fighter is engaged in a hostile contact. The shooter must reload while maintaining maximum focus on the target, and get back into the fight as rapidly as possible.

- The pistol will be aimed at the target, since the shooter had been engaging it. When the shooter identifies that the weapon's slide has locked in the rearward, open position, he bends his firing side elbow, pulling the weapon in, close to the body, while keeping the weapon at eye-level.
- As the weapon is being retracted towards the body, the shooter cants the pistol slightly in the firing hand, to allow him to reach the magazine release catch with his firing hand thumb. He will depress the magazine release catch, allowing the empty magazine to fall free of the weapon (if the magazine does not fall free, use the support-side hand to grasp the base of the magazine and rip it out of the weapon, allowing it to fall free as soon as it is clear of the magazine well).
- At the same time the shooter is depressing the magazine release catch, he will visually inspect the ejection port and chamber to ensure that the weapon is empty, and not suffering from a malfunction such as a double-feed. Simultaneously, he will use the support-side hand to reach and draw a magazine from the nearest magazine pouch, and firmly insert it into the magazine well until it seats securely. The shooter will "tug" the baseplate of the seated magazine to ensure that it is locked into the magazine well.
- Once the magazine is securely seated, the shooter will use the support-side hand thumb to push the slide release lever upward, allowing the slide to go forward under the force of the recoil spring.
- Ensuring that the weapon has returned to battery, the shooter will re-acquire a firing grip on the weapon, and punch it back out on to the target, or return to the compressed battery, as required.

(Practical Exercise Number Three: Students will perform a dry-fire speed reload. Repeat 10 times.)

5.) The Tactical Reload

The Tactical Reload is one method of ensuring the maximum number of rounds are present in the weapon, following a string of fire, when threats still potentially exist in the area. It should be utilized any time there is a temporary pause in the action, whether coincidental or induced (such as hiding behind a piece of cover).

- Ensure that the weapon is pointed in a safe direction and approximately 45 degrees upward. The trigger finger is outside of the trigger guard in its positive point-of-reference.
- Withdraw a magazine out of the rear-most full magazine pouch with the support hand. Grasp the magazine between the index and middle fingers, facing forward.
- Position the support-side hand beneath the magazine well of the weapon. Release the partially expended magazine from the weapon, catching it with the thumb and index finger of the support-side hand.
- While maintaining your grasp on the partially expended magazine, insert and positively seat the fresh magazine.
- Place the partially expended magazine in a pocket or your dump pouch. Do NOT place the partially expended magazine back into a magazine pouch!

(Practical Exercise Number Four: Students will perform a dry-fire tactical reload. Repeat 10 times.)

6.) The Reload With Retention

The reload with retention is an alternative to the Tactical Reload. It is used under the exact same circumstances, when the shooter is incapable of performing the Tactical Reload, for any reason. It is performed exactly the same way as an administrative unload and load, stowing the partially spent magazine before withdrawing a full magazine and loading the weapon.

7.) The Four-Count Drawstroke from the Holster

Whether your pistol is serving as a secondary weapon to your rifle, or is your only weapon, the fundamentals of the drawstroke remain the same. Since the pistol is, by nature, primarily a reactive, or defensive weapon, when it is needed, it will generally be in the holster. Even if you are using the weapon in an offensive role, the needs of concealment, in order to get close enough to a target to be effective with the pistol, means that you must be extremely proficient in drawing the weapon from the holster, and presenting it to a target as quickly as possible. The draw from concealment is the slowest, and most failure prone drawstroke you will ever utilize. If you can draw from concealment, within the standards, you will be able to do so much more efficiently from most open-carry holsters of modern material and design.

When presenting the pistol from the holster, it is imperative to telegraph your movements as little as possible. The shooter will use a minimum of movement. The only part of the body that moves are the arms.

- The shooter will perform simultaneous movements with both hands. With the support-side hand, he will grab the hem of his cover garment firmly and pull it as high up his chest as possible, and hold it there (in extreme close-quarters situations, as we will see later in this course, this hand may be used to strike or grab and hold, an adversary. In such circumstances, he will use his firing hand to pull the cover garment clear of the weapon before grasping the weapon).

At the same time, with the firing hand, he will grasp the holstered pistol in a firing grip, with the web of his hand as high on the tang of the weapon as possible. His trigger finger is indexed alongside the outside of the holster. At the same time, his thumb breaks any retention devices on the holster. This is count-one, or "position one" of the four-count drawstroke.

- The shooter will draw the pistol from the holster and pull it upward, by driving his firing-side elbow up and back in a straight line. The firing-side wrist remains locked. The weapon will naturally point forward and slightly down at the arm's limit-of-movement. The shooter should rotate the weapon outboard slightly, to reduce the chances of your cover garment fouling the action of the weapon. The base of the hand should be in a tight contact with the corner of your pectoral muscle. This is count-two, or "position two" of the four-count drawstroke. At extreme close quarters, or "contact" ranges, you can effectively shoot an adversary off of you from this position.
- The firing-side hand moves the gun towards the center of the chest, and slightly upward, to meet the support-side hand that was holding the cover garment clear of the drawstroke. The support-side hand meets the firing-side hand and a firing grip is established close to the body, in the compressed ready position. This is count-three, or "position three" of the four-count drawstroke. At close-quarters distances, a body index can be used from the compressed ready position to "point shoot" effectively. This is also the position that should be used to "cover" a potential threat that does not warrant being shot immediately.
- The weapon is immediately thrust directly toward the target in the "punch-out presentation from the compressed ready position." This is count-four, or "position four" of the four-count drawstroke.

(Practical Exercise Number Five: Students will perform the Four-Count Drawstroke from the Holster. Repeat 10 times.)

8.) Non-Diagnostic Malfunction Clearance Drills

A malfunction is any occurrence when a weapon fails to function normally. This can be caused as a result of numerous reasons, including, but not limited to: an unseated magazine, a broken firing pin, magazine failure, primer failure, improper grip (limp-wristing), a fouled weapon, and improper immediate action.

While traditionally, we taught malfunction clearances for Type I, Type II, and Type III clearances, with renewed interest in the science behind the OODA Cycle, and the resulting understanding of the need to stream-line the decision-making cycle, the concept of the non-diagnostic malfunction clearance was developed. This method does not require the shooter to discern the cause of the malfunction.

The first stage of the non-diagnostic malfunction clearance drill is referred to as "immediate action." Immediate action will clear most malfunctions, including an unseated magazine, primer failure and failure to eject. It is easily remembered through the mnemonic memory aid, "TAP-RACK-BANG!"

- The shooter will recognize the occurrence of a malfunction when the trigger is either "empty" or he hears a "click" when he expects a "bang." He may also notice that the slide is partially out-of-battery, and there may be a cartridge sticking out of the ejection port (referred to as a "stovepipe" malfunction and typically resulting from a weakened ejector).
- The shooter's first action will be to "TAP" the base of the magazine firmly, and then tug the base of the magazine to ensure that it is securely seated properly.
- The shooter will then grab the top-rear of the slide, behind the ejection port, and "RACK" it firmly to the rear and let it slam forward under the force of the recoil spring (do NOT "ride" the slide forward). If the shooter covers the ejection port with his support-side hand while racking the slide, it may cause a double-feed, which will only be cleared through the follow-on "remedial action" step of the non-diagnostic malfunction clearance.
- The shooter will then re-acquire a firing grip and sight picture, if warranted and attempt to fire ("BANG!") if necessary.

Remedial Action

If immediate action does not clear the malfunction, or upon commencement of immediate action, the shooter notices that the malfunction is a double-feed, he will immediately commence "remedial action."

- The shooter will immediately lock the slide to the rear.
- He will then strip the magazine out of the weapon, and cycle the slide a minimum of three times, vigorously. At the same time, he visually inspects the ejection port and chamber, attempting to "see" any stuck cartridges or cases falling clear of the weapon.
- The shooter will draw a fresh magazine from the nearest magazine pouch and insert it firmly into the weapon.
- The shooter will use his support-side thumb to push up on the slide release lever, allowing the slide to go forward under the force of the recoil spring and return to battery.
- The shooter will re-acquire a firing grip and sight picture, as necessary, and attempt to fire, if warranted.

(Practical Exercise Number Six: Students will perform Immediate Action, TAP-RACK-BANG. Repeat 10 times.)

Summary

As we will continue to discover, dry-fire practice is a convenient and cost-effective way for you to learn, practice, and improve weapons-handling and shooting skills. The value and necessity of this training cannot be over-emphasized. Continual, on-going dry-fire practice, at all skill levels, is an absolute pre-requisite for a comprehensive training program.

Task: Perform the Four-Count Drawstroke from the Holster

Conditions: Given a single silhouette or photo-realistic target at a range of 3-10 meters, while equipped with a holstered, empty sidearm.

Standards: On the signal to commence, the shooter will perform the four-count drawstroke from concealment, and acquire a sight-picture, dry-firing a single "shot." Time standard for the novice shooter is 2.5 seconds. For intermediate shooters, the time standard is 2.0 seconds. For the advanced shooter, the time standard is 1.5 seconds or less.

Task: Perform a Speed Reload

Conditions: Given a single silhouette or photo-realistic target at a range of 3-10 meters, while equipped with a slide-locked pistol with magazine inserted, and at least one empty spare magazine in a concealed magazine pouch.

Standards: On the signal to commence, the shooter will perform a speed reload, from a concealed magazine pouch. Time standard for a novice shooter is 5.0 seconds. For the intermediate shooter, the time standard is 4.0 seconds. For the advanced shooter, the time standard is 3.0 seconds or less.

Task: Perform a Tactical Reload

Conditions: Given a single silhouette or photo-realistic target at a range of 3-10 meters, while equipped with an weapon set-up for dry-fire practice, and at least one empty spare magazine in a concealed magazine pouch.

Standards: On the signal to commence, the shooter will perform a tactical reload, from a concealed magazine pouch. There is no time standard for this drill.

Task: Perform Non-Diagnostic Malfunction Clearance Drill

Conditions: Given a single silhouette or photo-realistic target at a range of 3-10 meters, while equipped with a weapon set-up for dry-fire practice, and a malfunction re-created with "snap caps," and at least one empty spare magazine in a concealed magazine pouch.

Standards: On the signal to commence, the shooter will perform a non-diagnostic malfunction clearance drill. There is no time standard for this drill.

Period Two: Live-Fire From the Compressed Ready and the Holster

Performance Objectives:

At the conclusion of this period of instruction, participants will be able to:

- *engage single targets from the low ready.*
- *engage single targets from the holster.*
- *engage multiple targets from the compressed ready.*
- *engage multiple targets from the holster.*
- *conduct speed reloads.*
- *conduct tactical reloads.*
- *conduct non-diagnostic malfunction clearance drills.*

Instructional Time: 5 hours

Instruction Type: *Lecture/Demonstration/Practical Exercise.* Instructor will explain and demonstrate the procedures with the participants imitating the instructor's actions. The participants then practice the movement skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to teach the participants the proper, efficient and effective methods of drawing and firing the modern, semi-automatic pistol using the experience proven methods of rapidly, accurately engaging single or multiple threats at multiple realistic combative ranges. The pistol is intended as a close-range, last-resort weapon to counter threats of imminent bodily harm or loss of life to the shooter or bystanders. It requires fast, extremely accurate shooting skills. "Speed is fine, but accuracy is final," is an important refrain, but in the real world, only fast, accurate shots will ensure that your accuracy will be relevant.

Objectives of this Period

At the completion of this period of instruction, you will be able to:

- Engage single targets from the compressed ready and from the holster.
- Engage multiple targets from the compressed ready and from the holster.
- Conduct speed and tactical reloads.
- Conduct non-diagnostic malfunction clearance.

The 5+1 Drill

The 5+1 Drill is an important combination training drill that we will use throughout this course. It requires the shooter to perform five dry-fire iterations of an exercise for every single live-fire iteration.

This is useful, because it ensures that you are practicing the exercise correctly, without performance inhibitions due to the flinch mechanism as a result of recoil aversion. It also allows you to ensure that you are not "jerking" the trigger, or otherwise interfering with your sight-picture as you break your shots.

In today's reality of limited, extremely expensive ammunition sources, this is particularly beneficial, because for every single round you actually fire in training, you've performed a minimum of six practice repetitions of that shot. As the old saying goes, "The more you sweat in training, the less you'll bleed in combat."

1.) Stage One: Single Target, Single Shot, from the Compressed Ready Position and from the Holster

- With a single target at 3 meters, perform a 5+1 drill, single shot, from the Compressed Ready Position. Repeat 5 times.
- With a single target at 10 meters, perform a 5+1 drill, single shot, from the Compressed Ready Position. Repeat 5 times.
- With a single target at 3 meters, perform a 5+1 drill, single shot/speed reload/single shot, from the Compressed Ready Position. Repeat 5 times.
- With a single target at 10 meters, perform a 5+1 drill, single shot/speed reload/single shot, from the Compressed Ready Position. Repeat 5 times.
- With a single target at 3 meters, perform a 5+1 drill, single shot, from the holster. Repeat 5 times.
- With a single target at 10 meters, perform a 5+1 drill, single shot, from the holster. Repeat 5 times.

2.) Stage Two: Single Target, Controlled Pair, from the Compressed Ready Position and from the Holster

- With a single target at 3 meters, perform a controlled pair, from the Compressed Ready Position. Repeat 5 times.
- With a single target at 10 meters, perform a controlled pair, from the Compressed Ready Position. Repeat 3 times.
- With a single target at 3 meters, perform a controlled pair, from the holster. Repeat 5 times.
- With a single target at 10 meters, perform a controlled pair, from the holster. Repeat 3 times.

3.) Stage Three: Single Target, Multiple Shot String, from the Holster

- With a single target, at 3 meters, perform a 5-shot string, from the holster. Repeat 3 times.
- With a single target, at 10 meters, perform a 5-shot string, from the holster. Repeat 3 times.

4.) Stage Four: Multiple Targets, Single Shot, From the Compressed Ready

- With two targets, at a distance of 3 meters, perform a 5+1 drill, Target Transitions, from the Compressed Ready.
- With two targets, at a distance of 10 meters, perform a 5+1 drill, Target Transitions, from the

Compressed Ready.

5.) Stage Five: Multiple Target, Multiple Shot Strings, From the Holster

- With three targets, at 3 meters, perform the Viking Tactics (VTAC) 1-5 Drill.
- With three targets, at 10 meters, perform the Viking Tactics (VTAC) 1-5 Drill.
- With three targets, at 3 meters, perform the Viking Tactics (VTAC) 1-5 Drill.
- With three targets, at 3 meters, perform El Presidente, using the Hip Zone as the aiming point.

Summary

This period of instruction introduced you to the live-fire application of your pistol at ranges from 3-10 meters, shooting at single and multiple targets, using single and multiple shot strings. This period of instruction facilitated your live-fire practice of the fundamentals of marksmanship and weapons-handling, as well as speed reloads, tactical reloads, and the non-diagnostic malfunction clearance drill.

Period Three: Extreme-Close Quarters Shooting from Position Two and from the Holster

Performance Objectives:

At the conclusion of this period of instruction, participants will be able to:

- *engage single targets at <1 meter from the Retention Position.*
- *engage single targets at <1 meter from the holster.*
- *engage multiple targets at <1 meter to 3 meters from the holster.*
- *engage single targets at contact distance from the Retention Position, while in a ground-fighting situation.*
- *engage multiple targets at contact distance to 3 meters from the holster.*

Instructional Time: 2 hours

Instruction Type: *Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures with the participants imitating the instructor's actions. The participants then practice the movement skills under the supervision of the instructor.*

Purpose: The purpose of this period of instruction is to introduce the participants to the methods used to shoot an adversary "off" themselves, while engaged in close-quarters combatives engagements at contact distances of less than 1 meter. Because the pistol is largely a reactive weapon, in self-protection scenarios, the ability to draw the weapon can often be curtailed due to the clandestine nature of the threat until it is too late. At contact distances, being able to draw and engage from retention is often the only way to get your gun into the fight. Additionally, in offensive combative applications, the requirement to not telegraph your attack until close enough to ensure the identity of the target, as well as positive shot placement.

Objectives of this Period

At the completion of this period of instruction, you will be able to:

- engage single targets at <1 meter, from the Retention Position and from the holster.
- engage multiple targets at <1 meter and further, from the holster.
- engage single targets at contact distance from the Retention Position, while in a ground-fighting situation.
- Engage multiple targets at contact distance to 3 meters from the holster.

1.) Stage One: Single Target from the Retention Position

- With a single target at <1 meter, perform a 5+1 Drill, single shot, from the Retention Position. Repeat 5 times.
- With a single target at <1 meter, perform a 5+1 Drill, single shot, from the holster. Repeat 5 times.
- With a single target at <1 meter, perform a 5-shot string, from the holster. Repeat 2 times.
- With a single target at <1 meter, from the ground, perform a 5+1 Drill, single-shot, from the Retention Position.
- With a single target at <1 meter, from the ground, perform a 5+1 Drill, single-shot, from the holster.
- With a single target, at <1 meter, from the ground, perform a 5-shot string, from the holster.

2.) Stage Two: Multiple Targets from the Retention Position

- With multiple targets at <1 meter and at 3 meters, perform a 5+1 Drill, from the Retention Position. Repeat 5 times.
- With multiple targets at <1 meter and at 3 meters, perform a 5+1 Drill, from the holster.
- With multiple targets at <1 meters and at 3 meters, from the ground, perform a 5+1 Drill, from the holster.
- With three targets, one at <1 meter, and two at 3 meters, perform a Viking Tactics (VTAC) 1-5 Drill.
- With three targets, one at <1 meter, and two at 3 meters, from the ground, perform a Viking Tactics (VTAC) 1-5 Drill.

Summary

This period of instruction was intended to provide you with an introduction to the use of the retention position for combative shooting at contact-distance ranges. This is arguably, the single most important range at which you should practice shooting with a pistol, including the drawstroke.

Period Four: Moving and Shooting: Turning and Walking

Performance Objectives:

At the conclusion of this period of instruction, participants will be able to:

- engage single and multiple targets after executing a 90-degree turn.
- engage single and multiple targets after executing a 180-degree turn.
- engage single and multiple targets while moving directly towards them.
- engage single and multiple targets after executing a 90-degree walking turn.
- engage single and multiple targets after executing a 180-degree walking turn.
- understand, explain, and demonstrate why and when to shoot while moving, and when to stop moving to shoot.

Instructional Time: 4 hours

Instruction Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures with the participants imitating the instructor's actions. The participants then practice the movement skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to introduce the participants to the skills needed to shoot while moving, whether straight forward, or after completing a turn. This period will reinforce the fundamental skills, such as sight picture, sight alignment, proper firing grip and presentation, as well as trigger control and breathing.

Objectives of this Period

At the conclusion of this period of instruction, you will be able to:

- engage single and multiple targets after executing a stationary and walking 90-degree turn.
- engage single and multiple targets after executing a stationary and walking 180-degree turn.
- engage single and multiple targets while moving directly towards them.
- conduct speed reloads while moving.

1.) Stage One: Single Target, Stationary Turns

- With a single target, at 3 meters, perform a 5+1 Drill, single shot, with a 90-degree turn to the left. Repeat 3 times.
- With a single target, at 3 meters, perform a 5+1 Drill, single shot, with a 90-degree turn to the right. Repeat 3 times.
- With a single target, at 3 meters, perform a 5+1 Drill, single shot, with a 180-degree turn to the left. Repeat 3 times.
- With a single target, at 3 meters, perform a 5+1 Drill, single shot, with a 180-degree turn to the right. Repeat 3 times.
- With a single target, at 3 meters, perform a 5-shot string, with a 90-degree turn to the right or left (shooter's discretion).
- With a single target, at 3 meters, perform a 5-shot string, with a 180-degree turn to the right or

left (shooter's discretion).

2.) Stage Two: Multiple Targets, Stationary Turns

- With two targets, at 3 meters, perform a 5+1 Drill, Target Transitions, with a 90-degree turn to the right or left (shooter's discretion). Repeat 3 times.
- With two targets, at 3 meters, perform a 5+1 Drill, Target Transitions, with a 180-degree turn to the right or left (shooter's discretion). Repeat 3 times.
- With three targets, at 3-10 meters, perform a Viking Tactics (VTAC) 2+2+2 Drill, with a 180-degree turn to the right or left (shooter's discretion).

3.) Stage Three: Single Targets, Moving Shooter

- With a single target, moving forward from 5 to 3 meters, perform a 5+1 Drill, single shot, from the holster. Repeat 3 times.
- With a single target, moving forward from 5 to 3 meters, perform a controlled pair, from the holster. Repeat 3 times.
- With a single target, moving from 5 to 3 meters, perform a 5+1 Drill, single shot, with a 90-degree walking turn to the left, from the holster. Repeat 3 times.
- With a single target, moving from 5 to 3 meters, perform a controlled pair, from the holster, with a 90-degree walking turn to the right. Repeat 3 times.
- With a single target, moving forward from 5 to 3 meters, perform a 5-shot string, from the holster. Repeat twice.
- With a single target, moving from 5 to 3 meters, perform a 5-shot string, with a 90-degree walking turn, left or right (shooter's discretion), from the holster. Repeat twice.

4.) Stage Four: Multiple Targets, Moving Shooter

- With two targets, moving forward from 5 to 3 meters, perform a 5+1 Drill, Target Transition, from the holster. Repeat 3 times.
- With three targets, moving forward from 5 to 3 meters, perform a Viking Tactics (VTAC) 2+2+2 Drill, from the holster. Repeat 3 times.
- With three targets, moving forward from 5 to 3 meters, perform a Viking Tactics (VTAC) 1-5 Drill, from the holster. Repeat twice.
- With three targets, moving forward from 5 to 3 meters, perform El Presidente, with a 180-degree walking turn, from the holster.

Summary

This period of instruction has introduced you to moving while shooting at realistically effective distances with a pistol. It is imperative to remember that you should only shoot and move if you are close enough to ensure fast, accurate hits. At any distance where you are not 100% confident of your ability to make accurate hits, fast, with multiple shots, while moving, you should stop long enough to make your shots, or move to cover rapidly, and then engage.

Day Two

Period Five: Barricade Shooting, from Positions of Cover

Performance Objectives:

At the conclusion of this period of instruction, participants will be able to:

- engage single and multiple targets from behind the protection of positions of cover.

Instructional Time: 1 hour

Instruction Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures with the participants imitating the instructor's actions. The participants then practice the movement skills under the supervision of the instructor.

Purpose

This period of instruction is intended to introduce you to the use of cover in close-quarters combative encounters with the sidearm. You will participate in a course-of-fire that requires the use of barricades for cover. Because of the close-quarters reactive nature of the pistol as a weapon, we dedicate much of our time to shooting from the standing position, at close range. We must however, be flexible in our scope and therefore be proficient in the utilization of other shooting positions. Shooting from behind a barricade can provide protection to you from hostile fire in situations with multiple assailants, some of whom you may not see. It is an important tool in your marksmanship and combat repertoire.

Objectives of this Period

At the completion of this period of instruction, you will be able to to shoot from barricade positions from the standing and kneeling position.

1.) Stage One: Single Target, Stationary Shooter

- With a single target, at 10 meters, perform a 5+1 Drill, single shot standing, from cover. Repeat 3 times.
- With a single target, at 10 meters, perform a 5+1 Drill, single shot kneeling, from cover. Repeat 3 times.

2.) Stage Two: Single and Multiple Target, Moving Shooter

- With a single target, at 10 meters, perform a 5+1 Drill, sprint to cover, standing single shot, from the holster. Repeat 3 times.
- With a single target, at 10 meters, perform a 5+1 Drill, sprint to cover, kneeling single shot, from the holster. Repeat 3 times.
- With two targets, at 3 and 10 meters, sprint to cover, kneeling controlled pairs, from the holster.
- With two targets, at 3 and 10 meters, sprint to cover, standing controlled pairs, from the holster.

Period Six: Target Discrimination Shooting

Performance Objectives

At the completion of this period of instruction, the participants will be able to:

- perform target discrimination shooting with the pistol from a stationary position.
- perform target discrimination shooting with the pistol after executing stationary turns, walking

turns, and shooting on the move.

Instructional Time: 2 hours

Instruction Type: *Lecture/Demonstration/Practical Exercise.*

Purpose: It is absolutely critical, in both self-protection defensive shootings, and the UW application of the pistol as an offensive weapon, that learn and master the skill of accelerating your OODA Cycle through the Perception-Recognition-Acquisition process, and only engage targets after you've positively identified them as valid targets.

Objectives of this Period

At the completion of this period of instruction, you will be able to:

- identify and explain the perception-recognition-acquisition process of target discrimination shooting.
- perform target discrimination shooting with your pistol from a stationary position.
- perform target discrimination shooting with the pistol after executing stationary turns, walking turns, and shooting on the move.

1.) Stage One: Target Discrimination Shooting Stationary

- Perform a 5+1 PRA Drill with single shots.
- Perform a 5+1 PRA Drill with controlled pairs.
- Perform the PRA 1-5 Drill. Repeat 3 times.

2.) Stage Two: Target Discrimination Shooting with Movement

- Perform a 5+1 PRA Drill with single shots, with a 90-degree stationary turn, left or right (shooter's discretion), from the holster. Repeat 3 times.
- Perform a 5+1 PRA Drill, with single shots, with a 180-degree stationary turn, left or right (shooter's discretion), from the holster. Repeat 3 times.
- Perform a 5+1 PRA Drill, moving forward from 10 to 3 meters, from the holster. Repeat 3 times.
- Perform a 5+1 PRA 1-5 Drill, moving forward from 5 to 3 meters, from the holster. Repeat 3 times.

Period Seven: Weapons Retention Training

Performance Objectives

At the completion of this period of instruction, the participants will be able to:

- Explain the principles of weapons retention drills and skills.
- Perform weapons retention drills with their pistol.

Instructional Time: 4 hours (minimum)

Instruction Type: *Lecture/Demonstration/Practical Exercise. This is an activity which the instructor explains and then demonstrates the procedures. After the demonstration, the participants imitate the actions of the instructor. The participants then practice under the supervision of the instructors.*

Purpose: In any situation that mandates the application of a pistol as your weapon, there is a serious risk of being disarmed. With the prevalence of serious mixed martial arts and grappling-based fighting training, as well as the proven practice of weapons-disarming methods by convicted and unconvicted felons, the chances of a disarm attempt arise any time you deploy your weapon. The more people that are present in your immediate vicinity at the time of deployment, the greater the likelihood that someone will interfere with you as you deploy your weapon. This could range from someone physically shielding the target, attacking you, or grabbing your weapon. As multiple recent incidents involving firearms have demonstrated, even untrained people may attempt to disarm a shooter, successfully or unsuccessfully, either of which will interfere with your performance.

It is critical that you learn to combat these violations quickly and effectively so that you can fulfill your mission.

Objectives of this Period

At the completion of this period of instruction, you will be able to:

- explain the principles of weapons retention.
- perform basic weapons retention drills based on the underlying principles and concepts, regardless of the specific techniques applied.

Principles of Weapons Retention

- **It's a FIGHT!** The root word of gunfight is not "gun." It is "fight." If you cannot fight, you cannot gunfight. Understand and be able to apply fundamental principles and techniques of unarmed combatives.
- **Weapon Security:** Ensure that your holster has been designed for your specific weapon and that it has a positive method of securing the weapon. Do not use simple pouch holsters. Select a holster that uses either a thumb-break type retention device, or securely snaps the weapon into place by design, such as most modern kydex designs.
- **Protect your immediate area:** Draw a mental circle around your body at arm's reach. This is your personal space, and when your weapon is out, no one should be allowed to enter it. By

allowing someone to enter your personal space, you are affording the subject the opportunity to interfere with your person or your weapon.

- **Stability:** Maintain your "base." This is a combatives concept that evolves from a solid, grounded stance that will enhance your ability to fend off and repel attackers with unarmed combatives methods.
- **Attack the vulnerable points of the human body:** Your goal is to shoot and kill the threat. You cannot afford to get drawn into a prolonged confrontation or engagement with other parties. Nor, in a multiple adversary situation, can you afford to get in a boxing or wrestling match with just one guy. You must counterattack, or attack pre-emptively, directing your strikes to vulnerable areas of the subject's body where the blow will effect the maximum instant effect.
- **Be Aggressive!** As with all combative skills applications, speed, surprise, and violence-of-action are critical. Maximum controlled aggression must be your tool.
- **Expect that you're going to get hurt.** In any physical encounter, from football to fighting, you should expect to absorb some pain. You must ignore the pain and keep bringing the fight until you have disabled the adversary, cleared your weapon, and engaged the principle target with your weapon.
- **Don't be afraid to go to the ground, but try to avoid it.** The primary position you can shoot effectively from is standing on both feet. If you get taken to the ground, or you take the adversary to the ground, you are reducing your ability to escape the situation. In multiple adversary situations, or offensive situations that require you to egress the situation immediately after neutralizing your target, getting bogged down in a wrestling match will prevent you from accomplishing your tasks and escaping.
- **Be mentally prepared to go hands-on.** Don't get tool-fixated on the gun. Be flexible enough to grab a knife, or to knock the dude flat the fuck out with strikes, or even ground-and-pound.
- **Keep it stupid simple.** Combat is not a flashy, entertaining spectator event. It is simple, brutal violence. The simpler, more efficient your technical applications, the more efficient and effective you will apply them. Develop a stream-lined system of unarmed combatives that focuses on two or three different technical responses to possible attacks.

Weapon Retention Drills

The following drills have been designed to counter a suspect, hostage or outsider interfering with the entry man as he is trying to perform his duties. It must be stressed that this type of interference does not warrant the use of lethal force

1.) Weapon Retention Drill Number One

Situation: An adversary or bystander stands between you and the target and begins moving towards

you to provoke a physical encounter.

Reaction: Do not stop! Accelerate towards the subject. When he is within arm's reach, strike aggressively to his shoulder joint with the heel of your palm, and drive into him, pivoting him to the side. If necessary, or possible, as you drive past the subject, strike him with your weapon or another body weapon to take him out of the fight.

2.) Weapon Retention Drill Number Two

Situation: Subject grabs your firing-side arm with his hand, preventing your control of your sidearm.

Reaction: Step forward aggressively, pulling with the trapped hand, and utilizing a post or frame with your support-side hand, as the adversary pulls against you. As soon as you are able to free your firing-side hand, drive the adversary away from your weapon-side with your support-side hand in a post or frame attack, and draw your weapon. Shoot from retention position.

3.) Weapon Retention Drill Number Three

Situation: Subject grabs your firing-side forearm/wrist with a two-on-one grip, and pulls you to attempt to control your movement.

Reaction: While maintaining a two-handed grip on the weapon, pull downward and in, towards your feet. As the subject is pulled forward, drive your forehead or the top of your skull aggressively into the subject's face. As soon as you make contact, pivot at the hips to pull your arm out of his grip. Pull the gun and weapon back into the retention position, while simultaneously striking repetitively with your support-side fist and elbow to the throat and face of the subject to create space to get your weapon back into action.

4.) Weapon Retention Drill Number Four

Situation: You are unable to release the subject's grip on you, and are rapidly being overpowered, and in danger of being disarmed.

Reaction: Use your support-side hand to draw and engage with a back-up gun or edged-weapon.

5.) Weapon Retention Drill Number Five

Situation: As you begin your drawstroke, a subject grabs your wrist, or the gun, in an attempt to interfere with your draw, or to draw your weapon himself.

Reaction: Maintain a positive grip on your weapon, as you drive into the subject, attempting to drive your forehead or shoulder into his upper torso or face, in order to disrupt his balance. At the same time access a back-up gun or edged-weapon and engage the subject.

Period Eight: Tactical Applications of the Combative Pistol

Performance Objectives

At the completion of this period of instruction, the participants will be able to:

- demonstrate the application of the skills taught in this course under stress.
- Apply weapons retention skills in force-on-force training.

Instructional Time: UTC

Instruction Type: *Lecture/Demonstration/Practical Exercise. This is an activity which the instructor explains and then demonstrates the procedures. After the demonstration, the participants imitate the actions of the instructor. The participants then practice under the supervision of the instructors.*

Purpose: This period of instruction is intended to inculcate the skills you have learned into your neural pathways, to begin developing an expert level of ability. These drills will NOT make you an expert gunslinger. They will provide the beginning development needed to put you on the path to expertise. Advanced skill in any physical discipline is nothing more than a sublime mastery of the fundamentals, with the ability to apply them under stress.

Objectives of this Period

At the completion of this period of instruction, you will be able to:

- apply the fundamental shooting and weapons-handling skills you have learned, in multiple-demand tasks that require you to think through the application process, while simultaneously performing high-order physical skills of shooting.

1.) Training Drill Number One

Set-Up and Execution: Shooter will be equipped with an inert training weapon or an "Airsoft" or "Simunitions" weapon, in his holster. He will be grabbed, and wrestled to the ground. He must fight his way to his "gun," access it, and "shoot" from retention to his adversary.

2.) Training Drill Number Two

Set-Up and Execution: Shooter will be equipped with an inert training weapon, in his holster. Shooter will be engaged in conversation with multiple role-players. On signal, one or more than one of the role-players will "attack" the shooter. The shooter must protect himself, long enough to get his weapon clear and into action. As soon as he has accomplished this, the instructor will hand him his live weapon, and the shooter will perform a live-fire drill of the instructor's choice.

Appendix Two Combat Rifle POI

Period One—Introduction and Safety Brief

Welcome to Combat Rifle. My name is John. I'll be your primary instructor for the course of this class. For those unaware of my background, I spent 10 years in Army SOF, including the Ranger Regiment and Special Forces. I am currently the author of an online blog entitled "Mountain Guerrilla." That blog is a study of small-unit irregular warfare, as it applies to those of us concerned about impending disquiet in the socio-economic structures of the world and our nation.

As a word of warning. I am extremely foul-mouthed. If that offends you, let me know, and I'll make an attempt to keep it under control. If I slip, however, please accept my apologies in advance, because I've got more important things to do this weekend than apologize every time I slip and say the word FUCK. (Introduce any associate instructors) I'd like to take a moment and introduce my associate instructors. None of these gentlemen should be addressed or labeled as "assistant" instructors, because each of them has as much, or more experience in this field than I do.

In closing, this program of instruction will be physically and mentally demanding. Metaphorically, I am going to point a firehose at you, turn on the hydrant, and tell you to drink. I suggest taking copious notes, asking any questions you have, at any time you have them, regardless of how stupid you think they might be, and paying attention. You will be mentally and physically exhausted at the close of this training. Recognize however, that it is just a fraction of how exhausted you will be when you're doing this shit for real.

With that, let's get some other important preliminaries out of the way, so we can get started:

Safety Brief

This is a hot range. Unless I, or another instructor, specifically instruct you otherwise, for the duration of a specific drill, your weapon should be loaded with a magazine, and a round in the chamber, on safe, at all times. You need to learn to live, move, and survive with a hot weapon. Big Boy Rules Apply.

Everyone should be familiar with the five basic safe gunhandling rules:

- a) Treat your weapon as if it were loaded, unless you have specifically made it otherwise, verified its condition, and had someone else verify its condition. Don't treat it like its radioactive. Treat it likes its a firearm, and you'll be safe. Since this is a hot range, this should be a really easy rule to remember.
- b) Do not intentionally or deliberately point your muzzle at anything you are not willing to destroy, without an adequate reason for doing so. This is a practical field training class, in a field environment. Shit will happen, so don't get your knickers in a twist if someone inadvertently muzzle flashes you during an exercise. However, at the same time, make a conscious decision to NOT point your weapon at other people. This is also known as the "don't point your fucking weapon at me!" rule. Some of us have developed a very refined response to having people point weapons at us. It involves a very simple, very rapid, binary decision-making matrix: shoot or don't shoot. I will always err on the side of my safety.

c) Know what is between you and your target, beyond your target, and to either side of your target. This is important folks. We're not going to be operating on a square range out here, nor in the real world. You will have buddies and non-combatants down-range of you. Pay attention. Consider the reality that you might miss. The reality that someone may step in the way of your shot, and the reality that your round may punch all the way through someone and keep going. Most of all, consider the reality that you might miss.

d) Keep your booger hook off the bang switch. If you fail in all of the three preceding rules, there is a fourth one for good measure. If you point your weapon at someone while it is loaded, but don't pull the trigger, the worst thing that will happen is you'll probably get your ass beat. Unless you are actively engaging a target, with a solid sight picture, there is no reason, whatsoever, for your finger to be on the trigger. It will not make you any faster, to run around finger already on the trigger. I promise.

e) Finally, use your fucking safety. It's there for a reason, and it does, generally, work, really well. If you're running and you trip, and you will be running and you will trip, its entirely within the realm of the probable, for a stub to end up inside your trigger well. That will cause a bang if your safety is not engaged. Even on a Kalashnikov, it's possible to move the safety selector switch from safe to fire, and back again, quickly and positively.

I have a zero tolerance policy for safety. If you violate these rules, it will be neither pretty nor enjoyable. Pay attention. In a nutshell? Don't do stupid.

Environmental Hazards

(Discuss animal and weather hazards. Heat or cold. Hydration and adequate clothing.) If you are having a problem, stop and let one of the cadre know. We will do what we can to remedy the situation. Do not try and impress us with how tough you are. We're all well acquainted with tough. There's a fine line between hard and stupid, and each of us standing up here has crossed that line, and seen it crossed by others, on numerous occasions. Don't do stupid.

Emergency Action Plan

Is anyone an Emergency Room or Trauma surgeon? Any ER nurses? Any other kind of medical doctor? Any other kind of nurse? Any paramedics? EMTs? Does anyone have basic first-aid/CPR training? **(Designate primary, secondary, and tertiary care providers. Designate a primary and alternate to summon EMS)**

In the event of a student or cadre injury, if EMS needs to be summoned, all weapons will be cleared pending their arrival. Upon the arrival of EMS, I will communicate with the IC and let them take control. Let's not make that necessary, okay?

Period Two—Fundamentals of Marksmanship

Instruction Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures with the participants imitating the instructor's actions. The participants then practice the movement skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to teach the participants the proper, efficient and

effective methods of manipulating the modern fighting rifle. This is a dry-fire practical exercise. In addition to learning the new skills, it allows the instructor the opportunity to begin assessing the participants' safety habits and practices.

A carpenter's final product is defined by how well he can manipulate his tools. In the same manner, the effects of a combat shooter's efforts are defined by his ability to manipulate his weapon effectively and safely.

Performance Objectives of this Period-of-Instruction

At the end of this lesson, you will be able to:

- Explain and demonstrate the fundamentals of marksmanship.
- Demonstrate the patrol ready and low-ready positions with the modern fighting rifle.
- Demonstrate the ability to instantly acquire the prone, squatting, kneeling, or standing firing positions, from the patrol ready position.
- Demonstrate the ability to perform speed reloads, tactical reloads, and reloads with retention with the modern fighting rifle.
- Demonstrate the non-diagnostic malfunction clearance, using the Tap-Rack-Bang or SPORTS methodologies for immediate action, and the use of remedial action.

Fundamentals of Marksmanship

Practical Exercise Number One

Task: Adopt Field Firing Positions from the Patrol Ready

Conditions: Given an individual shooter standing in the patrol ready position, with fighting load, unloaded modern, magazine-fed, self-loading rifle with empty magazine inserted, and a target on a 25-100 meter rifle range with specific aiming points noted on the target.

Standards: Students will drop into the designated field firing position, conduct the NPOA drill, and then dry-fire one "shot" applying all the fundamentals of marksmanship.

Sub-Tasks and Standards of Performance:

- students will perform 10 repetitions moving into the prone position.
- students will perform 10 repetitions moving into the squatting position.
- students will perform 10 repetitions moving into the standard kneeling position.
- students will perform 10 repetitions moving into the combative standing position.

Practical Exercise Number Two

Task: Perform Dry-Fire Practice of Reload Techniques and Non-Diagnostic Malfunction Clearances

Conditions: Given an individual shooter, with fighting load, unloaded modern, magazine-fed, self-loading rifle with empty magazine inserted, and a target on a 25-100 meter rifle range with specific aiming points noted on the target.

Standards: Students will practice the speed reload, tactical reload, reload with retention, and the non-diagnostic malfunction clearance, from the prone, squatting, kneeling, and standing positions.

Sub-Tasks and Standards of Performance:

- Students will perform 10 repetitions of the speed reload from the standing position.
- Students will perform 10 repetitions of the speed reload from the standard kneeling position.
- Students will perform 10 repetitions of the speed reload from the squatting position.
- Students will perform 10 repetitions of the speed reload from the prone position.
- Students will perform 10 repetitions of the tactical reload from the standing position.
- Students will perform 10 repetitions of the tactical reload from the standard kneeling position.
- Students will perform 10 repetitions of the tactical reload from the squatting position.
- Students will perform 10 repetitions of the tactical reload from the prone position.
- Students will perform 10 repetitions of the reload-with-retention from the standing position.
- Students will perform 10 repetitions of the reload-with-retention from the prone position.
- Students will perform 10 repetitions of Tap-Rack-Bang from the standing position.
- Students will perform 10 repetitions of Tap-Rack-Bang from the standard kneeling position.
- Students will perform 10 repetitions of Tap-Rack-Bang from the squatting position.
- Students will perform 10 repetitions of Tap-Rack-Bang from the prone position.

Period Three—Live-Fire Introduction from the Prone Position

Instruction Type: Lecture/Demonstration/Practical Exercises. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to teach the participants the proper, efficient, and effective methods of engaging hostile targets rapidly and accurately, from the prone position at and beyond realistic combative ranges. The rifle is the ultimate expression of the individual's ability to project force. It must be used to do so in an effective manner. You must learn to move efficiently, with economy of motion, and acquire a fast, adequate sight picture, depending on the range you are engaging your targets at, in order to be an effective combat rifleman. "Speed is fine, but accuracy is final," is an important refrain, but outside of the training range, only fast, accurate shots will ensure that your accuracy remains relevant.

Performance Objectives of this Period-of-Instruction

At the completion of this period of instruction, you should be able to:

- Move easily and quickly from the standing position into the prone position.
- Engage single targets from the prone position with precision rifle fire at ranges out to 400 meters.

- Engage multiple targets, dispersed across your front, from the prone position, at ranges out to 400 meters.
- Conduct speed reloads, proficiently, from the prone position.
- Conduct non-diagnostic malfunction clearances, proficiently, from the prone position.

Stage One: Single Target, Single-Shot, From the Prone for Zero

- With a single zero-type target, at 25 meters, perform a 5+1 NPOA and Dime drill, single shot, from the prone position. Repeat 3 times. Check and confirm shot group. Adjust sights for POA/POI.
- With a single zero-type target, at 50 meters, perform a 5+1 NPOA and Dime drill, single shot, from the prone position. Repeat 3 times. Check and confirm shot group. Adjust sights for POA/POI.
- With a single zero-type target, at 100 meters, perform a 5+1 NPOA and Dime drill, single shot, from the prone position. Repeat 3 times. Check and confirm shot group. Record POA/POI shift in shooter's notebook.
- With a single target, at 200 meters, perform a 5+1 NPOA and Dime drill, single shot, from the prone position. Repeat 5 times. Check and confirm shot group. Adjust sights for POA/POI. Mark sights for zero. Note POA/POI differences between 50 meter zero and 200 meter zero.
- With a single target, at 200 meters, single shot, from the prone position. Repeat 5 times. Check and confirm shot group/zero.
- With a single target, at 300 meters, single shot, from the prone position. Repeat 5 times. Check and confirm shot group. Record POA/POI shift in shooter's notebook.
- With a single target, at 400 meters, single shot, from the prone position. Repeat 5 times. Check and confirm shot group. Record POA/POI shift in shooter's notebook.

Stage Two: Single Target, Single-Shot, Standing to Prone

- With a single target, at 100 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to prone position. Repeat 3 times. Check and confirm shot group.
- With a single target, at 300 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to prone position. Repeat 3 times. Check and confirm shot group.
- With a single target, at 400 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to prone position. Repeat 3 times. Check and confirm shot group..

Stage Three: Single Target, Multiple Shot String, Standing to Prone

- With a single target, at 100 meters, fire a four round shot string, standing to prone. Check and confirm shot group.
- With a single target, at 200 meters, fire a three round shot string, standing to prone. Check and confirm shot group.

Stage Four: Multiple Targets, Single-Shot, Standing to Prone

- With two targets, at 100 meters, perform a 5+1 drill, single shot, standing to prone. Repeat 3 times. Check and confirm shot group.
- With two targets, at 200 meters, perform a 5+1 drill, single shot, standing to prone. Repeat 3 times. Check and confirm shot group.

Stage Five: Multiple Targets, Multiple Shot Strings, Standing to Prone

- With three targets, at 100 meters, perform the Viking Tactics (VTAC) 1-5 Drill, for time. All shots must hit the target for time to qualify.
- With three targets, at 300 meters, perform the Viking Tactics (VTAC) 1-5 Drill, for time. All shots must hit the target for time to qualify.
- With three half-scale IDPA steel silhouette targets, at 50/100/200, perform Rifle El Presidente, for time. All shots must hit the target for time to qualify.

Period Four: Live-Fire Introduction from the Squatting and Kneeling Positions

Instruction Type: Lecture/Demonstration/Practical Exercises. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to teach the participants the proper, efficient, and effective methods of engaging hostile targets rapidly and accurately, from the squatting and kneeling positions at realistic combative ranges. The rifle is the ultimate expression of the individual's ability to project force. It must be used to do so in an effective manner. You must learn to move efficiently, with economy of motion, and acquire a fast, adequate sight picture, depending on the range you are engaging your targets at, in order to be an effective combat rifleman. "Speed is fine, but accuracy is final," is an important refrain, but outside of the training range, only fast, accurate shots will ensure that your accuracy remains relevant.

Performance Objectives of this Period-of-Instruction

At the completion of this period of instruction, you should be able to:

- Move easily and quickly from the standing position into the squatting and kneeling positions.
- Engage single targets from the squatting and kneeling positions with precision rifle fire at ranges out to 200 meters.
- Engage multiple targets, dispersed across your front, from the squatting and kneeling positions, at ranges out to 200 meters.
- Conduct speed reloads, proficiently, from the squatting and kneeling positions.
- Conduct non-diagnostic malfunction clearances, proficiently, from the squatting and kneeling positions.

Stage One: Single Target, Single Shot, Standing to Squatting and Kneeling

- With a single target, at 50 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to squatting position. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 50 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to kneeling position. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 100 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to squatting position. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 100 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to kneeling position. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 200 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to squatting position. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 200 meters, perform a 5+1 NPOA and Dime drill, single shot, standing to kneeling position. Repeat 3 times. Check and confirm shot groups.

Stage Two: Single Target, Controlled Pairs, Standing to Squatting and Kneeling

- With a single target, at 50 meters, fire a controlled pair, standing to squatting. Repeat three times. Check and confirm shot groups.
- With a single target, at 50 meters, fire a controlled pair, standing to kneeling. Repeat three times. Check and confirm shot groups.
- With a single target, at 100 meters, fire a controlled pair, standing to squatting. Repeat three times. Check and confirm shot groups.
- With a single target, at 100 meters, fire a controlled pair, standing to kneeling. Repeat three times. Check and confirm shot groups.

Stage Three: Single Target, Multiple Shot Strings, Standing to Squatting and Kneeling

- With a single target, at 50 meters, fire a 5-round shot string, standing to kneeling or squatting at the shooter's discretion. Check and confirm shot group.
- With a single target, at 200 meters, fire a 5-round shot string, standing to kneeling or squatting at the shooter's discretion. Check and confirm shot group.

Stage Four: Multiple Target, Single Shot, Standing to Squatting and Kneeling

- With two targets, at 50 meters, perform a 5+1 drill, standing to squatting position. Repeat 3 times. Check and confirm shot groups.
- With two targets, at 50 meters, perform a 5+1 drill, standing to kneeling position. Repeat 3 times. Check and confirm shot groups.
- With two targets, at 150 meters, perform a 5+1 drill, standing to kneeling or squatting at shooter's discretion. Repeat 3 times. Check and confirm shot group.

Stage Five: Multiple Target, Multiple Shot Strings, Standing to Squatting and Kneeling

With three targets, placed at 50/110/170, fire two rounds to the 50 meter target, standing to squatting or kneeling, at the shooter's discretion. Stand up and run forward 10 meters to the next position.

Engage the 100 meter target with three rounds, standing to squatting or kneeling, shooter's discretion, as long as it is the opposite of the last target shot. Stand up and run forward 10 meters to the last position.

Engage the 150 meter target with four rounds, standing to squatting or kneeling, at shooter's discretion. Check and confirm shot group.

Period Five: Live-Fire Introduction to the Standing Combative Position

Instruction Type: Lecture/Demonstration/Practical Exercises. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose: The purpose of this period of instruction is to teach the participants the proper, efficient, and effective methods of engaging hostile targets rapidly and accurately, from the combative standing position at realistic combative ranges. The rifle is the ultimate expression of the individual's ability to project force. It must be used to do so in an effective manner. You must learn to move efficiently, with economy of motion, and acquire a fast, adequate sight picture, depending on the range you are engaging your targets at, in order to be an effective combat rifleman. "Speed is fine, but accuracy is

final," is an important refrain, but outside of the training range, only fast, accurate shots will ensure that your accuracy remains relevant.

Objectives of this Period-of-Instruction

At the completion of this period of instruction, you should be able to:

- Move easily and smoothly from the patrol ready to the low ready, and from the patrol or low ready to a standing firing position or snap shot rapidly and consistently.
- Engage single targets from the combative standing position at ranges from 10-50 meters.
- Engage multiple targets, dispersed across your front, from the combative standing position at ranges from 10-50 meters.

Stage One: Single Target, Single Shot, Standing

- With a single target, at 10 meters, perform a 5+1 NPOA and Dime drill, from the standing. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 15 meters, perform a 5+1 NPOA and Dime drill, from the standing. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 NPOA and Dime drill, from the standing. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 50 meters, perform a 5+1NPOA and Dime drill, from the standing. Repeat 3 times. Check and confirm shot groups.

Stage Two: Single Target, Controlled Pairs, Standing

- With a single target, at 10 meters, fire a controlled pair, from the standing. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, fire a controlled pair, from the standing. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 50 meters, fire a controlled pair, from the standing. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 10 meters, fire a controlled pair, from the standing. Repeat 3 times. Check and confirm shot group.

Stage Three: Single Target, Multiple Shot Strings, Standing

- With a single target, at 10 meters, fire a 5-round shot string, from the standing. Check and confirm shot group.

- With a single target, at 25 meters, fire a 5-round shot string, from the standing. Check and confirm shot group.
- With a single target, at 50 meters, fire a 5-round shot string, from the standing. Check and confirm shot group.
- With a single target, at 10 meters, fire a 5-round shot string, from the standing. Check and confirm shot group.

Stage Four: Multiple Target, Single Shot, Standing

- With two targets, at 10 meters, perform a 5+1 drill, from the standing. Repeat 3 times. Check and confirm shot group.
- With two targets, at 25 meters, perform a 5+1 drill, from the standing. Repeat 3 times. Check and confirm shot group.
- With two targets, at 50 meters, perform a 5+1 drill, from the standing. Repeat 3 times. Check and confirm shot group.

Stage Five: Multiple Target, Multiple Shot String, Standing

- With three targets, at 10 meters, perform a Viking Tactics (VTAC) 1-5 Drill. Check and confirm shot groups.
- With three targets, at 10/15/50, perform a modified Viking Tactics (VTAC) 1-5 Drill. Check and confirm shot groups.

Stage Six: "A" Drills

"A" drills were, to the best of my knowledge, developed or at least named, by Andy Stanford, of OPS Inc. In the mid-1990s, Andy was part of a team that was trying to develop a paradigm shift in Marine Corps marksmanship training, by moving away from competition target shooting-based training, to a more effective, real-world methodology.

Task: Perform "A" Drills From the Prone, Squatting, Kneeling, and Standing Positions

Conditions: Given an individual shooter in fighting load, weapon at patrol ready, safety selector switch on "SAFE," loaded with two rounds, with the next available magazine loaded with at least two rounds. Targets may be IPSC or other silhouette-type targets, or photo-realistic targets. A-Zones should be marked on the target. For novice shooters, A-Zone boundary markings should be conspicuous from the firing line. For intermediate and advanced level shooters, A-Zone boundary markings should not be visible from the firing line. Shooter begins each iteration of the "A" drill standing, on the firing line.

Standards: Shooters must execute all fundamentals of marksmanship and weapons handling, from the designated firing position. All shots fired must hit the target within the C-Zone, with at least one round

per drill striking within the A-Zone. Failure to place all rounds within the C-Zone, or failure to place at least one round within the A-Zone is a NO-GO for this task evaluation. If shooter is a GO, time for completion of each "A" Drill will be recorded in shooter's notebook.

Sub-Tasks and Standards of Performance:

- On the signal to commence, shooter will adopt the prescribed firing position, move the safety selector switch to "FIRE" and fire two aimed shots to the target's A-Zone.
- Upon bolt-carrier lock, shooter will execute a speed-reload.
- Shooter will engage the target's A-Zone with two more shots.
- Shooter will evaluate the target through the sights, perform a scan-and-assess, move the safety selector switch to "SAFE," then stand up, to signal completion.
- Shooter perform one iteration of this drill from the prone, squatting, kneeling, and standing position, at 400, 200, 100, and 25 meters, respectively.

Task: Perform the Four-Position "A" Drill Shoot

Conditions: This is an individual drill that incorporates movement and the execution of all fundamentals of marksmanship. Students will begin at the 400 meter firing line. Weapon is loaded with 2 rounds, at the patrol ready, safety selector switch on "SAFE." All other magazines are loaded with four rounds each. Shooters are equipped with fighting load. Targets may be IPSC or other silhouette-type targets or photo-realistic targets. A-Zones should be marked on the target. For novice shooters, A-Zone boundary markings should be conspicuous from the firing line. For intermediate and advanced level shooters, A-Zone markings should not be visible from the firing line.

Standards: Shooters must execute all fundamentals of marksmanship and weapons handling, from the designated firing position for that firing line. All shots fired must be within the C-Zone, with at least one shot from each group striking within the A-Zone. Failure to place all rounds within the C-Zone, or failure to place at least one round within the A-Zone from each position is a NO-GO for this task evaluation. If shooter is a GO, time for completion of the Four-Position "A" Drill Shoot will be recorded in shooter's notebook.

Sub-Tasks and Standards of Performance:

- On the signal to commence, shooter will drop to the prone position, move the safety selector switch from "SAFE" to "FIRE," and fire two aimed shots to the target's A-Zone.
- Upon bolt-lock, shooter will execute a speed reload.
- Shooter will engage the target's A-Zone with two more shots.
- Shooter will move the safety selector switch from "FIRE" to "SAFE," get up and run to the 200 meter line.

- Shooter will drop to the squatting position, move the safety selector switch from "SAFE" to "FIRE," and fire two aimed shots to the target's A-Zone.
- Upon bolt-carrier lock, shooter will execute a speed reload.
- Shooter will engage the target's A-Zone with two more shots.
- Shooter will move the safety selector switch from "FIRE" to "SAFE," get up and run to the 100 meter line.
- Shooter will drop to the kneeling position, move the safety selector switch from "SAFE" to "FIRE," and fire two aimed shots to the target's A-Zone.
- Upon bolt-carrier lock, shooter will execute a speed reload.
- Shooter will engage the target's A-Zone with two more shots.
- Shooter will move the safety selector switch from "FIRE" to "SAFE," get up and run to the 35 meter line.
- Shooter will remain in the standing, move the safety selector switch from "SAFE" to "FIRE," and fire two aimed shots to target's A-Zone.
- Upon bolt-carrier lock, shooter will execute a speed reload.
- Shooter will move the safety selector switch from "FIRE" to "SAFE," perform a scan-and-assess. Upon completion of the CoF, shooter and coach will assess target for accuracy and scoring.
- Shooters perform one iteration of this drill, for record. Task is scored GO or NO-GO.

Period Six—Target Discrimination Shooting

Instruction Type: Lecture/Demonstration/Practical Exercises. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose: Whether you are a police officer, a soldier performing COIN operations in Afghanistan, an armed citizen in every day carry self-defense, protecting your retreat property against armed incursion by cannibalistic San Franciscans, or are an insurgent trying to effectively counter the security forces of a totalitarian regime, you HAVE to discriminate your targets. Killing the neighbor's kid, because he was in your pasture, sneaking over to talk your daughter into a hayloft visit is a non-starter. Killing the local commander's 8-year old daughter, because she was next to her dad, and you missed a shot, will not win friends and influence people amongst the local populace.

Target discrimination is much more than just "shoot/no shoot," although it quite often gets dumbed

down to that level in shooting courses. It's also a matter of understanding basic geometry and physics. Think about the rule of "know what is downrange. Know what is between you and your target, to either side of your target, and beyond your target." A solid hit to the hips is great...unless it over-penetrates his pelvic cavity and punches into a kid's head six feet behind him...Realistic combat shooting is not a simple binary decision-making process. You have to train to streamline the rest of the OODA cycle in order to speed up your binary matrix aspects. One great drill I've discovered for accomplishing this is a modification of the old SFAUC PRA drill. PRA stands for Perception, Recognition, Acquisition. While this drill is not as effective for training this as is force-on-force training with Sims guns, it's one of the best methods I've found for square-range work.

It has been said, correctly, that the human mind is not capable of "multi-tasking." The first time I heard this, I was offended, and argumentative. After all, I've driven a vehicle in the tight confines of third-world streets, engaged in shouted conversation with other vehicle crew-members, and engaged hostiles outside the vehicle with gunfire, simultaneously! As I considered it however, I realized I was incorrect. Sure, I'd done all of those things, but I could only do ONE of them well at one time. This is, I learned, called "task stacking." Your mind will focus on one task at a time, shuffling the other tasks in the Rolo-Dex of your mind. The faster you can condition your brain to "task stack," the faster you can drive through the OODA Cycle, and the faster you can drive through the PRA process. This drill does a good job of teaching your brain to task-stack faster.

Performance Objectives of this Period-of-Instruction

At the completion of this period of instruction, you should be able to:

- Explain the critical importance of being able to positively identify appropriate targets before engaging targets with rifle fire.
- Explain the discrimination process of Perception, Recognition, Acquisition.
- Explain the decision-making matrix of whole person-demeanor-hands for discrimination of targets.
- Execute the PRA 1-5 Drill proficiently.

Stage One: Perception, Recognition, Acquisition Target Discrimination Shooting

Lecture Portion/Preface: Discuss the OODA Cycle, Task Switching and Task Stacking vs. the myth of multi-tasking, and how PRA drills help train your mind to prioritize for task stacking and how to task-switch faster.

Task: The PRA 1-5 Drill

This drill is loosely based on the PRA drills utilized at the Special Forces Advanced Urban Combat Course. It is more directly based on a decision-making shooting drill described by SGM Pat "Mac" MacNamara (US Army, retired) in his book "TAPS: Tactical Application of Practical Shooting," and the Viking Tactics (VTAC) 1-5 Drill demonstrated by SGM Kyle Lamb (US Army, retired) in his

videos.

Conditions: Shooter is equipped in fighting load. Weapon is loaded with one 15-round magazine. Weapon is held at the patrol ready, safety selector switch on "SAFE," facing up-range, 10-25 meters away from the firing line. A number of identical targets are arrayed downrange at varying ranges and differing lateral ranges between 10 and 400 meters. Each target is identified with a number that is readily visible from the firing line. At the start position, the shooter will be shown a card with three random numbers, coinciding to the numbers on three of the targets downrange. On the signal to commence, the shooter will turn and sprint to the firing line. The shooter may use any authorized firing position, or combination of authorized firing positions, for his targets. Shooter may move from one position to another, within the limitations of range safety, to allow for effective firing positions.

Standards: Shooter will engage only the card-designated targets downrange. No non-identified targets can be engaged by any round, before or after it strikes the designated target. All targets should have the requisite number of holes, according to it's position in the firing order, all shots must be in the C-zone, with each target recording at least one hit in the A-Zone. Failure to score all hits within the C-Zone, or failure to have a minimum of one round to the A-Zone of each target will result in a NO-GO for this task evaluation. Any round striking a no-shoot target, anywhere on the range will result in a NO-GO for this task evaluation.

Sub-Tasks and Standards of Performance:

- On the ready signal, the shooter will be shown a card with three numbers, in random sequence. Shooter must recite the numbers, in order, aloud.
- On the signal to commence, the shooter will turn and sprint to the firing line. En route, or upon arrival at the firing line, the shooter will scan the targets downrange to locate his targets.
- Shooter will engage the first target in his sequence with one round.
- Shooter will engage the second target in his sequence with two rounds.
- Shooter will engage the third target in his sequence with three rounds.
- Shooter will re-engage the second target in his sequence with four rounds.
- Shooter will re-engage the first target in his sequence with five rounds.
- Shooter will move the safety selector switch from "FIRE" to "SAFE," and then perform a scan-and-assess. Upon completion of the exercise, student and coach will assess all targets for hits and accuracy.
- Shooters will perform 3 repetitions of the PRA 1-5 Drill, with the targets being moved randomly between iterations. Repetitions that result in a GO score will have their times recorded in the shooter's notebook.

Period Seven—Moving And Shooting

Instructional Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose: The topic of shooting while moving raises a great deal of dissension amongst the ranks of professional gunfighters, trainers, and recreational shooters alike. Some very distinguished and qualified, genuine experts will claim that shooting while moving is not only unnecessary, but detrimental to practice. Others claim that it is the penultimate goal of close-quarters marksmanship training. The reality is, it depends.

Before you can hope to shoot accurately while moving, you'd better be able to shoot accurately standing still. Ultimately however, the determination to shoot while moving, versus stopping to shoot is predicated on one thing: If you can move fast enough to avoid getting shot, and still get hits, then shoot and move. If you cannot move fast enough to avoid getting shot, and still get hits, then either move or shoot. This is entirely contingent on your marksmanship and weapons handling skill and practice, as well as the distances involved. Shooting while moving during room-clearing in the average residential-scale house is relatively easy. Shooting at someone sprinting to cover, 50 meters away, while you're also sprinting, is considerably more difficult.

When the time comes to shoot and move, don't over think it. You've been walking for at least two decades....So, walk. If you can walk while holding a full glass of water and not spill it, you can walk and shoot. If you can run while holding a full glass of water and not spill it, you can run and shoot.

Performance Objectives of this Period-of-Instruction

At the completion of this period-of-instruction, you should be able to:

- Determine and explain when you are personally capable of shooting while moving, versus when you personally should stop and shoot, then move out again.
- Engage single and multiple targets at ranges up to 15-25 meters, while moving forward.
- Engage single and multiple targets, while moving laterally, left or right, by stopping, turning, engaging, then continuing to move, at ranges up to 50 meters.

Stage One: Single Target, Single Shot, Moving

- With a single target, at 10 meters, perform a 5+1 drill, moving forward to the 5 meter line. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill, moving forward to the 10 meter line. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill, moving left to right, stop, turn and fire.

Repeat 3 times. Check and confirm shot groups.

- With a single target, at 25 meters, perform a 5+1 drill, moving right to left, stop, turn and fire. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill moving left to right, stop, turn and fire. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill moving right to left, stop, turn and fire. Repeat 3 times. Check and confirm shot groups.

Stage Two: Single Target, Controlled Pairs, Moving

- With a single target, at 10 meters, fire a controlled pair, moving forward to the 5 meter line. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, fire a controlled pair, moving forward to the 10 meter line. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 50 meters, fire a controlled pair, moving left to right, stop, turn and fire. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 50 meters, fire a controlled pair, moving left to right, stop, turn and fire. Repeat 3 times. Check and confirm shot groups.

Stage Three: Single Target, Multiple Shot String, Moving

- With a single target, at 10 meters, fire a 5-round shot string, moving forward to the 5 meter line. Check and confirm shot group.
- With a single target, at 25 meters, fire a 5-round shot string, moving forward to the 10 meter line. Check and confirm shot group.
- With a single target, at 10 meters, fire a 5-round shot string, moving forward to the 5 meter line. Check and confirm shot group.

Stage Four: Multiple Target, Single Shot, Moving

- With two targets, at 10 meters, perform a 5+1 drill, single shot, moving forward to the 5 meter line. Repeat 3 times. Check and confirm shot group.
- With two targets, at 25 meters, perform a 5+1 drill, single shot, moving forward to the 10 meter line. Repeat 3 times. Check and confirm shot group.
- With two targets, at 25 meters, perform a 5+1 drill, single shot, moving left to right, stop, turn

and shoot. Repeat 3 times. Check and confirm shot group.

- With two targets, at 25 meters, perform a 5+1 drill, single shot, moving right to left, stop, turn and shoot. Repeat 3 times. Check and confirm shot group.

Stage Five: Multiple Targets, Multiple Shot String, Moving

- With three targets, at 10 meters, perform a VTAC 1-5 Drill, moving forward to the 5 meter line.
- With three targets, at 25 meters, perform a VTAC 1-5 Drill, moving forward to the 10 meter line.
- With three targets, at 25 meters, perform a VTAC 1-5 Drill, moving left to right, stop, turn, shoot the first target, then proceed to complete the drill, moving forward.
- With three targets, at 25 meters, perform a PRA 1-5 Drill, moving forward to the 10 meter line. Score and record.

Period Eight: Low/No-Light Engagements with Target Discrimination and Shooting

Instructional Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Performance Objectives of this Period-of-Instruction

At the conclusion of this period-of-instruction, you should be able to:

- Explain the advantages and principles of learning to use visible white light for target discrimination and shooting during low/no-light engagements.
- Demonstrate the ability to correctly use visible white light to identify and discriminate targets, while minimizing your target signature to the enemy.
- Demonstrate your ability to engage single and multiple targets, during target discrimination shooting, under low/no-light conditions, while moving.

Stage One: Single Target, Single Shot, Stationary

- With a single target, at 10 meters, perform a 5+1 drill, illuminate, shoot, and side-step. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill, illuminate, shoot, and side-step. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 50 meters, perform a 5+1 drill, illuminate, side-step and shoot. Repeat 3 times. Check and confirm shot groups.

Stage Two: Single Target, Multiple Shot String, Stationary

- With a single target, at 10 meters, illuminate, fire a controlled pair, and side-step. Repeat 3 times. Check and confirm shot group.
- With a single target, at 25 meters, illuminate, fire a controlled pair, and side-step. Repeat 3 times. Check and confirm shot group.
- With a single target, at 10 meters, illuminate, fire a 5-round shot string, and side-step. Check and confirm shot group.
- With a single target, at 25 meters, illuminate, fire a 5-round shot string, and side-step. Check and confirm shot group.

Stage Three: Multiple Targets, Single and Multiple Shot Strings, Stationary

- With two targets, at 10 meters, perform a 5+1 drill, illuminate, shoot, and side-step. Repeat 3 times. Check and confirm shot groups.
- With two targets, at 25 meters, perform a 5+1 drill, illuminate, shoot, and side-step. Repeat 3 times. Check and confirm shot groups.
- With two targets, at 10 meters, illuminate, fire controlled pairs to each target, and side-step. Repeat 3 times. Check and confirm shot groups.
- With three targets, at 10 meters, illuminate, perform a VTAC 1-5 Drill, and side-step. Perform a PRA 1-5 Drill with illumination.

Stage Four: Multiple Targets, Multiple Shot strings, Moving

- With two targets, at 10 meters, illuminate and fire controlled pairs to each. Repeat 3 times. Check and confirm shot groups.
- With multiple targets from 10-25 meters, perform a PRA 1-5 Drill, moving forward.

Period Nine—Support-Side Shooting with the Rifle

Instructional Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose and Background: The ability to engage hostiles around cover on the support-side of your body is an important skill but it is also one that is commonly over-emphasized to the point of becoming a cheap parlor trick. While it may be useful and pertinent to be able to do so at extreme close-quarters, at most ranges, for most people, even in intense combat situations, it is far superior to continue shooting off the shooting-side, and simply use angles and geometry to minimize your exposure to enemy observation and direct-fire.

Nevertheless, we will discuss two methods of shooting off the support-side shoulder, for speed and accuracy, within the limits of the weaknesses of the techniques.

Performance Objectives of this Period-of-Instruction:

At the conclusion of this lesson, you should be able to:

- Explain the strengths, weaknesses, and concepts behind shooting off the support-side shoulder.
- Demonstrate the ability to engage targets, at CQM ranges, while firing from the support-side should, using either the firing-side hand or the support-side hand for control of the weapon.

Stage One: Single Target, Support-Side Shoulder, Firing-Hand Control

- With a single target, at 10 meters, perform a 5+1 drill, single shot. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill, single shot. Repeat 3 times. Check and confirm shot groups.

Stage Two: Single Target, Support-Side Shoulder, Support-Side Hand Control

- With a single target, at 10 meters, perform a 5+1 drill, single shot. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 25 meters, perform a 5+1 drill, single shot. Repeat 3 times. Check and confirm shot groups.

Stage Three: Single Target, Controlled Pairs, Support-Side Shoulder

- With a single target, at 10 meters, perform a controlled pair from the support-side, firing-side control. Repeat 3 times. Check and confirm shot groups.
- With a single target, at 10 meters, perform a controlled pair from the support-side, support-hand control. Repeat 3 times. Check and confirm shot groups.

Period Ten—Individual Movement and Buddy Team Maneuver

Instructional Type: Lecture/Demonstration/Practical Exercise. Instructor will explain and demonstrate the procedures of every stage, with the participants imitating the instructor's actions. The participants then practice the applied skills under the supervision of the instructor.

Purpose and Background: If the rifle is the ultimate expression of the individual's ability to project force functionally, then the ability to coordinate and operate in concert with a rifle-equipped partner is the penultimate expression of the individual's ability to project force functionally. The use of fire-and-maneuver is the foundation of all tactics in modern armed conflict. Mastering this ability, and performing fire-and-maneuver, to standard, with an equally armed and adept partner will not double your effectiveness, and danger to an enemy, but will instead increase these attributes exponentially.

Objectives of this Period-of-Instruction:

At the conclusion of this lesson, you should be able to:

- Explain the fundamental concepts and elements of individual movement under direct fire.
- Explain the fundamental concepts and elements of buddy team-level fire-and-movement.
- Identify and utilize temporary fighting positions and individual movement techniques for movement under direct-fire.
- Utilize functional communications to coordinate actions with a partner to effectively apply buddy team-level fire-and-movement, while consistently demonstrating the fundamentals of combat marksmanship.

Stage One: Individual Movement Techniques for Movement Under Direct-Fire

Temporary Fighting Positions

Low Crawl

High Crawl

3-5 Second Rush

Suppressive Fire

Communicate

Stage On: Individual Movement Techniques

- On command, shooters will low-crawl 10 meters forward, then high crawl 10 meters forward. Repeat 3 times.
- On command, shooters will perform 3-5 second rushes, for 100 meters.
- On command, shooters will perform 3-5 second rushes, interspersed with high crawls for 10 meters, for 100 meters.

Stage Two: Buddy Team Bounding Exercise, Dry-Fire Practice

Task: Buddy Team Bounds Training Drill

Conditions: Given a buddy team of shooters, unloaded rifles, with empty magazines seated, in individual fighting loads, starting from the prone position, on the firing line, with multiple silhouette

targets located at ranges from 100-400 meters downrange. Shooters will carry a noted amount of ammunition available on their fighting load. Designated and/or opportunistic/environmental positions of cover and concealment should be readily available throughout the course of fire, for shooters to use as temporary fighting positions. Positions should be from 10-15 meters apart. Targets should be reduced to 1/2-scale and/or partially obscured.

Standards: At its most basic level, this drill is a simple GO/NO-GO exercise. The addition of time constraint-based competition however, will increase shooter enthusiasm and participation, while increasing the training value by instilling a need for speed and violence-of-action.

To score this exercise, at the end of the course of fire, the coach and student will account for the amount of ammunition the shooter has remaining in his fighting load, and subtract that from the amount he started with. They will then count the number of hits on the shooter's targets. The number of hits indicated on the shooter's targets must be at least 70% of the amount of rounds fired by the shooter to score as a GO for this task evaluation.

Sub-Tasks and Standards of Performance:

- On the signal to commence, both shooters will fire a complete magazine as quickly as they can aim and fire. The first shooter to complete his first speed reload will then communicate his intention to move, and direct his partner to provide covering suppressive fire.
- The Ranger buddy must acknowledge this request and agree to do so, and must continue to fire throughout his partner's movement. In the event of an empty rifle or a malfunction, the shooter must communicate to the mover, immediately, his status.
- If the mover completes his movement without his Ranger buddy indicating a problem, he will announce that he is in position and direct his Ranger buddy to move forward.
- The Ranger buddy will communicate his intention to move and direct his partner to provide covering suppressive fire.
- His partner will acknowledge this request and agree to do so, and must provide suppressive fire.
- If at any point a mover notices partner is no longer shooting, or he hears notification of a malfunction or reload, the mover must immediately drop to the prone or another suitable, covered and concealed position, and begin providing suppressive fire until his partner is able to return his gun to the fight.
- This process will continue, back-and-forth, until the shooters have crossed the final limit of advance for the drill.
- Shooter must utilize ALL fundamentals of marksmanship and weapons-handling throughout the duration of this drill.
- Shooter will perform a minimum of three dry-fire iterations of this drill before moving on to

stage three.

Stage Three: Buddy Team Bounding Exercise, Live-Fire

Students will perform 1-2 iterations of the buddy team bounding exercise, live-fire. Scores and GO/NO-GO status will be recorded in the shooter's notebook.

Period Ten—After-Action Review and Conclusion of Training

After-action reviews are intended, in this case, more as an opportunity for you to let me know what I could have done better, or how I can improve this class and my presentation of the material covered.

Rules. There are two simple rules:

- You must answer all subjects honestly and thoroughly.
- Big Boy Rules Apply. Nothing is off-limits, and you cannot hold back for fear of hurting my feelings.

Subject Matter. There are only four areas that I insist you cover in your AAR right now.

- Tell me a minimum of three things you learned from this class that you did not know, or did not understand, before taking this class. Why do you think these are important lessons? How will you incorporate these into your own training in the future?
- What do you think was the single most important thing that you are taking away from this class? Why do you consider that the most important lesson?
- Tell me a minimum of two things that you think I can do to better present this material more clearly, in future classes.
- With the above considerations in mind, do you consider this class worth having taken, and would you consider taking it, or another class, in the future? What would it take to get you to participate in follow-on training?
- Is there anything that I haven't covered in this short AAR format that you feel is essential and would like to mention?

Conclusion

You have now completed the three-day Combat Rifle class. If you take the skills presented in the training here, including the training methods, and continue to practice them, while setting and maintaining realistic, challenging, appropriate standards for your performance, you will be far, far ahead of most "tactical" shooters in this world, including most military and law enforcement. If you fail to continue practicing however, you have wasted your time and mine, as well as your money.

Go forth, practice, and teach these skills to others.

Thanks for coming, and have a great trip home.

Supplementary Lecture Periods

- The OODA Cycle
- The Adrenal Stress Response and its Impact on the Combat Rifleman
- Terrain Analysis/OAKOC
- Rifle Selection and Set-Up
- Load-Bearing Equipment Set-Up for the Fighting Load

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Appendix Three **Training Standards**

“Training without standards is not training. It's playing games.”

Whether you are concerned with resisting the tyranny of the government, or simply helping your tribe survive the continuing collapse of the social fabric of America, you know you need to be training. Combat shooting with pistol and rifle, combatives, small-unit tactics, trauma medicine; it all needs to be trained. How do we determine if our training is effective? How do we know if we're “good enough?”

The simplest answer is, until you hear the snap of the first round ripping past your head, you don't. It's that simple. What you can do however, is look at the experiences of those who have been and done, and develop performance metrics based on what worked for them. These are what we refer to as standards.

Anyone who has actually been training for any length of time wants to know about standards. From the Appleseed metric of a 4MOA capability at 500 meters, to passing an Army Physical Fitness Test with a score of XXX points, people want to know how well they're performing. I've been asked numerous times by readers, “John, what standards should I strive for?”

People read my articles and books and jump to the conclusion that, if they cannot bench press 300 pounds, squat 400, and run a 300 meter shuttle run in less than one minute, then I am telling them they will die in their very first gun fight. The reality is, nothing could be further from the truth. Those are all good standards to aim to achieve, but none of those would be standards I would prescribe to anyone. Why not?

Because they are utterly irrelevant. They are what we call “outcome standards.” I believe in “performance standards.” What's the difference, and why do I dislike outcome standards? Let's look at an example:

Instructor X has a set of standards he believes a shooter should be able to achieve. Among these, let us say, is a standard requirement to shoot an E-type silhouette at 100 meters in five seconds. This standard allows for time to get into the prone position, find a sight picture, and squeeze the trigger to achieve an accurate enough shot. It's actually not a bad time standard for a shot either. Most people would be—in my experience—hard pressed to achieve that consistently, on demand. So, what's the problem?

As I write this, yesterday I shot a C-Zone steel plate (considerably smaller than an E-Type silhouette), at 100M, from the standing, in 0.94 seconds (and for the record, there were witnesses). Granted, that was my fastest time of the day for that shot. Most however, were between that and 1.20 seconds. From the standing, at 100M. I didn't have to take the time to get into the prone to get a hit. What if I'd been satisfied with shooting a full-size E-Type? Could I have made a legitimate half-second shot?

Last week, we ran a drill, from the standing, at 100 meters, drop to the prone, and get a hit on a C-Zone steel plate. My best time of the day was 2.14 seconds. All of my repetitions took me less than 3.00 seconds, and the vast majority were less than 2.5 seconds. Suddenly, five seconds seems like a lifetime,

doesn't it? Does this mean we should change the time standard to three seconds?

ABSOLUTELY NOT.

Outcome-based standards like this, are the equivalent of standardized testing in grade school. Does standardized testing have a place and a valid function? Absolutely. However, it is not indicative of a student's value or learning ability. It is a measure of a performing monkey. The same applies to outcome-based training for what we do.

How far should you be able to shoot? As far as you are capable of getting hits. How fast should you be able to shoot? As fast as you are able. How strong should you be? As strong as you can be.

How do we improve then? How do we establish metrics, to allow us to know if we're "good enough?" We use performance-based standards. Look at the "performance standards" in a US Army training manual. Outside of the Marksmanship manuals (and according to a friend currently helping to re-write that manual, this is changing), they generally do not prescribe outcome-based training standards, they prescribe performance standards.

You can do the same thing in your training. You can even use external metrics to determine improvement, while you're doing it. What do I mean?

We need to determine how good we need to be. How good is that? For better or worse, you need to be as good as you can be. I guarantee you, if you are willing to believe in yourself, and push yourself in your training, that is far, far better than you know. It's certainly better than you are now. Until yesterday, I'd never have believed I could make a sub-1:00 second hit, at 100 meters, from the standing! Now? I'm wondering if I can break the half-second mark.

Shooting Metrics for Performance Standards

There are only two metrics that matter in combat shooting. Those are accuracy and speed.

It doesn't matter if you use "practical shooting" competition-derived shooting methods like I do, or you use traditional National Match marksmanship shooting methods. What matters is, can you shoot fast enough and accurately enough to be as good as you need to?

Wyatt Earp supposedly said "fast is fine, but accuracy is final." It's true as well. No one ever missed fast enough to win a gun fight. However, a shot that hits, three seconds after the bad guy shot you in the face, is probably not going to do you much good, is it? We need to find a way to balance those two metrics.

This is why, you will never see me shooting a full-size E-Type silhouette in a training course, and I don't let students shoot full-size E-Type silhouettes in training courses. There are only three types of targets I recommend for combat marksmanship training. These are C-Zone steel plates, 6-8 inch steel plates, and silhouette targets with the vital regions of the human body marked. These smaller targets—especially past the 7-10 meter ranges typical in contemporary "tactical" shooting courses—will FORCE you to exercise your fundamentals properly. Bad execution of the fundamentals will result in misses on a 6-8" steel plate at 100 meters, regardless of how long you take to get the shot.

At faster speeds, even a C-Zone steel will be impossible to get hits on at that distance, unless you execute the fundamentals properly. In order to get hits on these targets—an outcome standard—you will have to execute the fundamentals properly—a performance standard. Now, we can add a time metric, to measure actual improvement.

If it took you 5:45 seconds to get a hit on a C-Zone steel at 100 meters last week, but this week, you managed it in 5:00 seconds even, guess what? You've improved. You're more dangerous now than you were last week. In two weeks, if you manage it in 4:00 seconds, you're still improving. THAT is all that matters.

Sure, I can do it in less than 1:00 second, but guess what? If you're getting a 5:00 second time, my sub-one second time is completely irrelevant to you. There's no way you're going to match it, let alone beat it—yet. But, if you shave half-a-second off your performance each week, while executing the fundamentals properly every time, it's not going to take you very long to catch up, is it?

It doesn't have to be a half-second improvement. I am—and every serious shooter I know is—happy if I see a 0.1 second improvement from month-to-month. I'll even settle for a 0.01 second improvement. If you're improving, you're becoming more dangerous. When I left the Army, I'm not sure I could have hit a C-Zone at 100 meters from the standing in less than 10 seconds. I just never allowed myself to stop improving. THAT IS ALL THAT MATTERS.

Can I actually break a half-second? I don't know. Maybe not. But I'll keep trying. I'll also work on improving my accuracy metric though. Now, I'm going to try matching that 0.94 time, shooting a 6" steel plate. Initially, I won't be close. It'll probably take me anywhere from 4-6 seconds. But, by tightening up my execution of the fundamentals even tighter, and pushing myself to go faster while I do so, I will get there—eventually.

Physical Fitness Standards

Over the course of writing the Mountain Guerrilla blog, my book ***The Reluctant Partisan***, and for Forward Observer, I've received a lot of negative commentary from people who feel attacked by my constant emphasis on elite fitness levels for survival. Ironically, it is always someone who has an excuse for being fat and lazy. It's never the guy who's actually in the gym, doing work, who complains. Even when my training recommendations seem borderline insane, the guys doing the work never complain.

The reason is, they understand the difference between outcome-based standards and performance-based standards. It doesn't matter how much you lift. It matters that you lift correctly—which will keep you from getting hurt—and that you lift progressively heavier. If you're doing a metabolic-conditioning workout like a Crossfit-style WOD? Then the metric that matters is that you accomplish it a little faster than you did the last time you did...while still performing your exercises properly.

How fast do you need to be able to run? How far away is your cover? I can hit a C-Zone at 100 meters in less than a second. Will it take me an extra half-second to hit it moving? Maybe, but maybe not, since it'll be a bigger target (after all, I don't have to hit you in the vitals to stop you or slow you down....I can do that after I slow you down). How far away is your cover? You better be able to get there faster than I can notice you're moving, and then shoot you. It's that simple. You need to run faster than you did last time you ran.

Tactical Skills

Whether it's Tactical Combat Casualty Care (TC3), small-unit tactics (SUT), or land navigation, outcome-based standards can be particularly difficult to develop. Of course, with land nav, it's as simple as "did you get where you were going?" Even that however, is really a performance objective, because if you're running a real land navigation course, and you perform anything incorrectly, guess what? You won't get where you're going.

Fortunately, for each of these, we KNOW what our standards should be. They are clearly outlined in the Task-Conditions-Standards statement of any particular skill. Once you can perform them to the published performance standards, there's really only one metric that you can change for improvement: speed.

You know how to put on a tourniquet properly? Great? How long did it take you? Forty-five seconds? Now, aim to get it in 44 seconds. Then 43 seconds.

Speed Is Not The Standard

Using speed as a metric tends to lead people to believe that speed is the standard. This is not the case. Proper performance of the skill is the standard. Speed simply gives us a metric to measure improved skill in performing the skill. If you can cut five seconds off your time practicing "move under direct fire" for 100 meters, but your 3-5 second rushes were extended to 5-10 seconds each, you've failed to meet the standard. On the other hand, dropping even half of a second off your time, but executing everything according to the performance standards means you've improved, because now, you can perform the same skill faster. Speed is not the standard. It is a metric to measure improvement of the standard.

Conclusion

Training without standards is not training. It's playing games. Everyone wants to know standards. How fast should I be able to shoot? How accurately should I be able to shoot? How far should I be able to shoot? A lot of whiners within the preparedness culture have tried to take me to task for sharing the fact that you need to be an elitist in your training. They claim that I want people to be bad ass SOF supermen. This is completely, utterly wrong.

I am not a bad ass because I was a SOF soldier. A dear friend of mine has been an adjunct instructor at Gunsite for over twenty years. Among his friends and professional contacts are a lot of my fellow SOF veterans—some still serving—from across all branches of service. We were discussing my performance standards today...and the fact that I meet and exceed my own standards.

"John, you do realize, don't you? You're exceptional, even for an SF guy."

I'm not a bad ass because I was a SOF soldier. Neither the Ranger Regiment nor Special Forces made me a bad ass. They gave me the tools to become a bad ass, but they didn't make me a bad ass. When I left the service, twelve years ago, there is no way I was capable of hitting a C-Zone steel from the standing, at 100 meters in less than one second. If I could have hit it from the standing position—at all—it would have taken me at least 6-7 seconds or longer. I'm not a bad ass because I was SOF.

I'm a bad ass, because I refuse to rest on my laurels, or accept that there are limits. "Good enough" does

not exist in my training vocabulary. I train to the standard, every time that I train. What standard? The only standard that matters. The standard of being better than I was last time.

A Standards Prescription

I'm sure a few people at least, either hoped—or dreaded—that I would include a set of standards to aim for within this article.

Fear not, I have:

Shooting Standards

The only shooting metrics that matter are accuracy and speed. The standard is: You need to shoot faster and/or more accurately than you did yesterday. Tomorrow, you need to shoot faster and/or more accurately than you do today.

PT Standards

There are three basic metrics I am interested in, for PT: strength, speed, and endurance. Here are the metrics for each:

Strength

You need to be able to lift heavier weights today than you did yesterday. Tomorrow, you need to be able to lift heavier weights than you can today.

Speed

You need to be able to move faster today—at any distance—than you did yesterday at the same distance. You need to be able to move faster tomorrow—at any distance—than you can today at the same distance.

Endurance

You need to be able to last longer today than you did yesterday. You need to be able to last longer tomorrow than you can today.

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Appendix Four Vehicle Operations POI

Day One

Period One: Welcome, Introduction, and Safety Brief

2. Safety Brief

Five basic safe gunhandling rules:

- a) Treat your weapon as if it were loaded, unless you have specifically made it otherwise, verified its condition, and had someone else verify its condition. Don't treat it like its radioactive. Treat it like its a firearm, and you'll be safe. Since this is a hot range, this should be a really easy rule to remember.
- b) Do not intentionally or deliberately point your muzzle at anything you are not willing to destroy, without an adequate reason for doing so. This is a practical field training class, in a field environment. Shit will happen, so don't get your knickers in a twist if someone inadvertently muzzle flashes you during an exercise. However, at the same time, make a conscious decision to NOT point your weapon at other people. This is also known as the "don't point your fucking weapon at me!" rule. Some of us have developed a very refined response to having people point weapons at us. It involves a very simple, very rapid, binary decision-making matrix: shoot or don't shoot. I will always err on the side of my safety.
- c) Know what is between you and your target, beyond your target, and to either side of your target. This is important folks. We're not going to be operating on a square range out here, nor in the real world. You will have buddies and non-combatants down-range of you. Pay attention. Consider the reality that you might miss. The reality that someone may step in the way of your shot, and the reality that your round may punch all the way through someone and keep going. Most of all, consider the reality that you might miss.
- d) Keep your booger hook off the bang switch. If you fail in all of the three preceding rules, there is a fourth one for good measure. If you point your weapon at someone while it is loaded, but don't pull the trigger, the worst thing that will happen is you'll probably get your ass beat. Unless you are actively engaging a target, with a solid sight picture, there is no reason, whatsoever, for your finger to be on the trigger. It will not make you any faster, to run around finger already on the trigger. I promise.
- e) Finally, use your fucking safety. It's there for a reason, and it does, generally, work, really well. If you're running and you trip, and you will be running and you will trip, its entirely within the realm of the probable, for a stub to end up inside your trigger well. That will cause a bang if your safety is not engaged. Even on a Kalashnikov, it's possible to move the safety selector switch from safe to fire, and back again, quickly and positively.
I have a zero tolerance policy for safety. If you violate these rules, it will be neither pretty nor enjoyable. Pay attention. In a nutshell? Don't do stupid.

Environmental Hazards

(Discuss animal and weather hazards. Heat or cold. Hydration and adequate clothing.) If you are having a problem, stop and let one of the cadre know. We will do what we can to remedy the situation. Do not try and impress us with how tough you are. We're all well acquainted with tough. There's a fine line between hard and stupid, and each of us standing up here has crossed that line, and seen it crossed by others, on numerous occasions. Don't do stupid.

Emergency Action Plan

Is anyone an Emergency Room or Trauma surgeon? Any ER nurses? Any other kind of medical doctor? Any other kind of nurse? Any paramedics? EMTs? Does anyone have basic first-aid/CPR training? (Designate primary, secondary, and tertiary care providers. Designate a primary and alternate to summon EMS)

Period Two: Introduction to Vehicle-Based Patrolling Operations

Performance Objectives:

At the conclusion of the course, participants will be able to:

- Define mission of a mounted counter-assault element (CAT).
- Describe operational concept of a CAT.
- Identify four fundamentals of a successful CAT.
- Describe organization of a CAT.
- Describe personnel selection for a CAT.
- Identify individual and team training requirements for a CAT.
- Identify CAT equipment requirements.

Instructional Time: 1 hour

Instruction Type: Lecture.

Purpose: The purpose of this period of instruction is to introduce you to the fundamental concepts outlining the use of soft-skinned motorized vehicles in a tactical environment, both for basic patrolling and for the movement of protected principals, such as family members.

Introduction

Americans are traveling culture. We own more motor vehicles, per capita, than any other national culture in the world. Many of us spend more time in our vehicles than we do with our families. Here in the West, we spend even more time in vehicles than our neighbors back east do, simply as a result of the distances inherent to our regional geography.

As much as we like to glorify the image of the foot-mobile irregular partisan, none of us is going to willingly walk anywhere we can drive, as long as the tactical situation and the physical operational environment allow. We will continue to leverage the technology of the internal combustion engine for transportation as long as we can find or manufacture fuel and keep the trucks running.

The same will be true of any hostile combatant force as well, unless we manage to make it too expensive for them to do so. This will be the case, regardless of who the enemy turns out to be.

In order to utilize soft-skinned motorized vehicles in a WROL/grid-down situation, effectively, we have to recognize the inherent dangers involved, and implement measures that will increase the survivability of our people in the event of an ambush or attack on our vehicles.

Objectives of this Period-of-Instruction

At the end of this lesson, you will be able to:

- Define mission of a mounted counter-assault element (CAT).
- Describe operational concept of a CAT.
- Identify four fundamentals of a successful CAT.
- Describe organization of a CAT.
- Describe personnel selection for a CAT.
- Identify individual and team training requirements for a CAT.
- Identify CAT equipment requirements.

The Mounted Counter-Assault Team

The basic personnel load-out for any soft-skinned vehicle in a hostile environment should be a minimum of four personnel, although, as will see, two personnel can be effective. In soft-skinned vehicles, having more than four personnel in the vehicle is a recipe for disaster in the event of an effective ambush, due to the inherent unprotected nature of soft-skinned vehicles, and the difficulties involved in egressing more personnel from a vehicle, under fire. Vehicle-based patrols should always consist of a minimum of two vehicles. Just as you never travel on a foot patrol without a Ranger buddy, your gun trucks want Ranger buddies as well. In the event one vehicle is disabled in the kill zone (KZ) of an ambush, the second vehicle, serving as a counter-assault team (CAT), has several options for assisting the personnel in the lead vehicle.

In the event you are required to transport non-combatant personnel, such as minors, or other family members who are not trained or equipped to join the fight, you must consider the option of a counter-assault team in another vehicle. A counter-assault team, or CAT, should consist of four personnel, trained and equipped to fight from the vehicle or on foot. They should be considered an integral part of the protective detail for the non-combatants.

The primary mission of a CAT, in any vehicle-based scenario, is to react to the threat and provide cover and protection for the evacuation of personnel in the disabled vehicle. The primary difference between the CAT and a traditional support vehicle in EP work is that the CAT is not limited just to providing for the evacuation of a principal, but can also be used to respond to the threat using fire-and-maneuver. In the event of an ambush, the CAT vehicle crew should be prepared to provide protection and/or recovery in a number of ways, from stand-off fire support for the maneuver element, to closing with the hostile force as a maneuver element, either mounted or dismounted, and even vehicle and personnel recovery in the actual kill zone.

Operational Considerations for the CAT Vehicle and Crew

The fundamental considerations for employment of a CAT vehicle remain the same, whether the vehicle-mounted patrol is moving or is in a static position.

If the convoy is moving, in order for the CAT to provide support for the principle's vehicle, it must be located far enough away to be outside of the KZ at the moment of attack. In general terms, this means vehicles need to travel approximately 50 meters apart, although that distance is strictly "rule-of-thumb" and is entirely METT-TC dependent. Traffic conditions, terrain considerations, and enemy weapons capabilities will all affect the dispersion of your vehicles. The underlying conceptual principle is that the vehicles need to be far enough apart to prevent

the CAT team from being caught in the KZ, but still close enough together for it to provide protection for the other vehicles. by reacting immediately and effectively.

When the lead (or other) vehicle is attacked, the CAT must immediately respond to the threat, rather than the other vehicle, by returning fire. The CAT's fires are directed at the threat, rather than focusing on the protected vehicle. Your goal is to divert the attention and aggression of the ambushing force from the protected vehicle. If fires from the CAT suffice to divert the attack from the KZ and the protected vehicle is able to escape the KZ, the CAT vehicle can maneuver away and re-join the convoy at the next en route rally point.

If the fires from the CAT are insufficient to divert the enemy's fires and/or the protected vehicle is immediately disabled, the CAT team's priority is to evacuate the protectee's.

If the disabled lead vehicle is not carrying non-combatant personnel however, and the CAT team's fires are insufficient to divert the enemy's fires from the KZ, the CAT team will dismount their vehicle and aggress on the enemy position using fire-and-maneuver, with the objective of flanking to close with and destroy the enemy, or to provide adequate suppressive fire to allow the disabled vehicle's crew to egress the KZ using fire-and-maneuver.

If the attack is successfully repulsed, the first priority of the CAT team should be to consolidate and secure the scene of the attack. This is accomplished by establishing 360-degree security, providing medical care to the wounded and facilitating evacuation, and ensuring the destruction or removal of disabled vehicles, per METT-TC and SOP.

If the convoy is in a static position, such as a temporary halt during movement, all vehicles must put out security, immediately, with the CAT team still in a stand-off position, to provide overwatch in the event of an attack on the static protected vehicles.

Four Fundamentals of a Successful Mounted Patrol Element

As with any small-unit combat element, there are four basic fundamental pillars to success of a vehicle-based patrol element:

- **Teamwork.** Everyone in a vehicle must be professional and trust his companions to do the right thing. Only by working as a cohesive team can a mounted patrol of any type hope to survive a professionally-planned and executed ambush.
- **SOPs.** The establishment of flexible, but well-developed, coherent standard operating procedures and immediate-action drills for planned responses to specific likely attack situations is the key to survival and success under the stress and fear of incoming enemy fire. SOPs and IADs must be rehearsed until they are second nature. Without SOPs, you do not have a team. You have a bunch of individuals getting in each other's way.
- **Control.** The team should have a clear, simple, and well understood chain-of-command. The TL and ATL must be selected on the basis of proven leadership ability and technical and tactical expertise. Subordinates within the team must respect and be willing to obey, without immediate question, the commands and guidance of their leaders. That will only occur if the subordinates know and respect the abilities and goals of the leaders.

- Training. Only through a combination of effective individual and collective task training will a team attain the tactical and technical proficiency to ensure success and survival. Teams must be well-trained and well-rehearsed in their SOPs and IADs.

Organization of Vehicle Crews and Patrols.

The organization of a mounted patrol is characterized by flexibility and the ever-present requirement of security. A vehicle crew SHOULD consist of four personnel, with team organization, duties, and responsibilities depending on whether the team is mounted or dismounted at the moment of attack.

1.) When riding in the vehicle, in motion, the duties and responsibilities of vehicle crew members include:

Truck Commander (TC). Rides in the right front seat. He is responsible for overall command and control of the vehicle, and not only navigates for the driver, but also maintains communications with the other vehicles in the convoy. In multiple vehicle patrols, the Patrol Leader (PL) will be the TC for the lead vehicle (lead from the front!). The Assistant Patrol Leader (APL) will be the TC for the follow-on vehicle. In the event that a patrol consists of more than two vehicles, the APL should be the TC for the last vehicle in the convoy.

Drivers. Drive the vehicle, and at halts, are responsible for preventive maintenance checks and keeping the vehicle operational. While the vehicle is in motion, the driver's ONLY responsibility is keeping the vehicle moving forward, in as safe a manner as possible. He is responsible for watching the road ahead, and other drivers.

Rear Seat Passengers. These individuals are responsible for detecting threats to their respective sides of the route. Their sectors of fire are to their side of the vehicle. In the event of a four-man vehicle crew, these shooters may rotate duties as the trunk monkey as well.

Trunk Monkey. If a vehicle, such as a station-wagon, SUV, or pick-up truck provides the space and egress routes, a fifth crew member may be added, riding in the rear compartment of the vehicle, as the "trunk monkey." The trunk monkey is responsible for providing security to the rear of the vehicle, from 90-degrees left to 90-degrees right. In the event of a contact from the rear, he is responsible for creating space between the trail vehicle, and non-convoy vehicles that may be following. The use of a trunk monkey is generally not recommended for our purposes, due to safety considerations when driving. The inability to belt the trunk monkey in with safety restraints means that, in the event of a vehicle roll-over, not only is he extremely likely to sustain life-threatening injuries, but he will become a missile inside the vehicle, increasing the likelihood of injury to the rest of the crew as well. In multiple vehicle convoys however, this risk may be mitigated by the increased security filling this position provides.

When moving, each shooter in a vehicle has responsibility for a specific zone-of-coverage around the vehicle. Each shooter's zone overlaps slightly with the adjoining team member's zones. The goal is to achieve a 360-degree overlapping zone of security around the vehicle

and/or convoy.

Any team member who observes a potential threat must sound off with the direction, distance, and type of threat observed, so that all members are made aware. The TC will immediately communicate the potential threat via radio, to other vehicles. If it is an obvious attack, the observing team member should respond immediately with fire, before or concurrent with, issuing the verbal notice.

2.) When dismounting from the vehicle, because the CAT team was unable to divert the fires of the attack, the team must conduct fire-and-maneuver against the enemy position. The TC for the truck will serve as the team leader in this case, and all four members of the team will pair up with their respective Ranger buddy. A buddy team is the basic element for dismounted operations, can provide fire-and-movement for itself, or as part of a larger element, and is the smallest element that can provide effective 360-degree security for itself.

Vehicle Crew-Member Selection and Training

In grid-down and WROL scenarios, it is expected that every one capable of picking up a rifle and shooting it will be expected to fulfill some role in the security of their community. Because vehicle-based patrolling crews consist of extremely small elements (four-to-five personnel), and because the tasks inherent require an advanced level of tactical and technical expertise, the screening of vehicle-based patrolling personnel is highly recommended.

- All team members must be volunteers. Due to the extensive training requirements inherent to success in vehicle-mounted patrolling, personnel assigned to these tasks must be committed to the job, even when it requires additional training.
- The physical conditioning requirements of vehicle-based patrolling are rigorous. Members should be capable of scoring a minimum of 210 points in the 17-21 year old age group on the US Army APFT, or better. Ideally however, a physical conditioning test should measure strength, stamina, speed, and agility. The requirement to shoot, move, and communicate is only the beginning. VBP operations may require you to carry or drag an injured companion out of the KZ, or to load casualties into a recovery vehicle.
- Personnel need to be expert marksmen as well as possessing an expert proficiency in weapons handling with their primary weapons, and any other weapons present in or on the vehicle. Vehicle crews must be thoroughly trained in specialized skills allowing maximum team flexibility. To achieve this, teams will need to train in a manner that is highly conducive to team building and that will allow team members to develop confidence in themselves and their team mates.

Specific areas of training for vehicle crew members may include:

- physical conditioning (individual training requirement)
- weapons training, specifically, with the ability to accurately engage targets at distances up to 400 meters, stress-fire courses, and live-fire practical exercises, including extensive fire-and-maneuver training (individual and collective tasks training requirement)

- Individual movement techniques, including how to move under direct enemy small-arms fire in urban and rural terrain and how to maximize their use of cover and concealment (individual and collective task training requirement).
- Medical Training should focus on both Care-Under-Fire and the Tactical Field Care phases of TC3. The incorporation of casualty movement methods and evacuation of wounded must be considered critical to this training (individual training requirement)
- Communications training must include the use of radios that are SOP for the organization, use of hand-and-arm signals, and standardized verbal communications for fire-and-maneuver, as well as any other signal/communications methods that are SOP for the organization, such as whistles or flares (collective task training requirement)
- Advanced arrest and detainee handling methods (collective task training)
- Immediate Action Drills (collective task training).

Vehicle Selection and Set-Up

To accomplish their mission, vehicle-based patrolling elements require some specialized equipment. All too often however, even professionals become too hardware-centric and lose sight of the goal of training to and accomplishing the task.

1) Vehicles. As "tacti-cool" as it would be to drive through town in an up-armored HMMWV or a South African Marauder MPV (mine-protected vehicle), few of us are going to have that option, realistically. As such, there are certain considerations that should be considered paramount to the selection of vehicles for patrolling, whenever possible.

- It should be four-wheel drive and have a high road clearance for driving over curbs and cross country. It should be equipped with communications capabilities, emergency lights, sirens, and a public address system. It should also carry a first aid kit, oxygen, and a fire extinguisher, like the regular follow car. The ability of 4WD vehicles to traverse difficult terrain trumps the supposed counter-pursuit evasive driving capabilities of smaller, high-performance "race cars." Additionally, while no soft-skinned vehicle is going to successfully stop the penetration of projectiles, in the event of a vehicle accident, a larger, more robust vehicle, engineered for rough, off-road conditions, has a better chance of protecting the occupants.
- While many evasive driving tasks are easier to execute with a manual transmission, and manual transmission are inarguably, more reliable, the simpler execution of basic driving tasks, under stress, makes an automatic transmission infinitely preferable for tactical patrolling vehicles.
- A minimum of four doors and seats, plus safety restraints for all passengers during high-speed driving, makes vehicle selection, in order of preference: SUVs, crew-cab pick-ups, large sedans or station wagons, normal cab pick-ups, and anything else. While the bed of a pick-up seems to offer an ideal fighting platform, with it's almost unlimited fields of fire, there is no way to safely restrain and protect crew members in the event of a vehicle accident.
- Vehicles must be equipped with compatible two-way radios of limited range capabilities. These may be small hand-helds or dash-mounted CB type radios. Additionally, all vehicles should be

equipped with, at a minimum: a five-ton floor jack, appropriate four-way lug wrench and/or breaker bar lug wrench, two spare tires, tow straps with shackle hooks already attached and readily accessible to crew members for vehicle recovery, and a well-equipped medical trauma bag. Additional equipment considerations for the vehicle should include fire extinguishers, route and area maps, food and water, smoke grenades, and some form of incendiary device, such as highway flares or thermite grenades for vehicle destruction, if necessary.

2) Weapons. The primary weapon for vehicle crew members should be small enough to be handy and maneuverable inside of the vehicle, allowing for firing from inside the vehicle, as well as rapid egress of the vehicle. It must also be capable of effective, accurate, rapid fire at ranges up to 400 meters, reliably limiting the choices to weapons firing 7.62x51, 5.56x45, or 5.45x39, in a semi-automatic or select-fire, magazine fed weapon.

- Vehicle-based operations are the *raison d'être* for short-barreled rifles.
- Additionally, crew members should be armed with personal defense weapons in the form of a viable defensive sidearm.
- Additional special-service weapons may be considered, such as belt-fed automatic weapons and/or projectile-based less-lethal munitions devices such as man-portable smoke or gas grenade launchers.

3) Individual Equipment. Because the team must be capable of functioning as a fire-and-maneuver infantry element, outside of the vehicles, individual equipment will typically be more extensive than commonly seen in LE and even some military applications.

- Body armor, capable of withstanding multiple hits from 5.56 and 7.62mm rifle rounds should be considered essential. Cars do NOT stop bullets. Your body will. Let your body armor do the work.
- LBE. At a bare minimum, team members must be capable of carrying 5-6 magazines on their person when dismounting the vehicle, as well as a BOK/IFAK, and individual radios.
- Eye and ear protection is absolutely essential in vehicles. You do NOT want to be inside a vehicle with multiple rifles firing, without ear protection on. Additionally, the possible requirement for the TC to fire through the windshield, or rear seat passengers to fire through the rear windows mandates the use of eye protection by all personnel.

Summary

The purpose of a vehicle-based patrol is to facilitate rapid, secure movement in hostile areas, where foot-mobile patrolling is inefficient or impractical. The use of CAT elements makes it possible to ensure the security of the entire patrol, in the event of an ambush. The purpose of the CAT is to divert an attack and allow the ambushed vehicle's crew to survive. The CAT element accomplishes this by teamwork, using established, trained and rehearsed SOPs, a clear, well-understood chain-of-command, and training.

Period Three: Dismounted Individual Movement Techniques and Team Bounding

Performance Objectives:

At the conclusion of the course, participants will be able to:

- Tactically move in two and four man elements
- Maintain proper separation while moving.
- Communicate effectively while moving.
- Maintain muzzle awareness and safe firing lanes while moving.
- Utilize cover and concealment.

Instructional Time: 3 hours

Instruction Type: Lecture/Practical Exercise

Purpose: This block of instruction reinforces, reviews, and refreshes students on the application of fire-and-maneuver in two and four-man elements. Fire-and-maneuver is the foundation of dismounted combat and conceptually, is the foundation of all small-unit tactics. Included in this block of instruction is the concept of moving from one position of cover or concealment to another, as well as maintaining effective communications between moving elements. Safe firing lanes, muzzle awareness and discipline, and separation between moving elements will also be stressed.

Introduction: Coordinated movement between team members toward an attacker can be used to distract the attackers by drawing attention away from the protected vehicle crew, or it can be used to aggress towards and destroy the enemy element.

Bounding forward imparts a psychologically aggressive advantage for the vehicle crew. Once initiated, one Ranger buddy remains in place as a base-of-fire while his partner moves as a maneuver element towards the attackers. When the bounding partner stops his forward movement, the roles reverse and he becomes the base-of-fire element, as his partner bounds up to a new position.

In the case of an entire four-man team bounding, one buddy team serves as the base-of-fire element, while the other buddy team maneuvers forward as a single element.

Communication must be utilized between partners as they advance!

Distance should be kept to no more than a 3-5 second rush, using the "I'm up! He sees me! I'm down!" refrain. Forward bounds may be discontinued when the protected vehicle's crew is clear of the KZ, or when the assault reaches a position where it is no longer advantageous to continue bounding, at which point they may become a fixed base-of-fire element, or they may assault through the enemy position. Moving elements should always move at a slight angle away from the base-of-fire element, in order to maintain intervals, as well as to avoid masking fires. Stay as far apart as possible, while still maintaining the ability to communicate verbally.

When conducting a break contact movement to the rear, turning movements should be to the outboard side, away from your partner, with your weapon pointed to the sky, or kept strictly within the "safety

circle."

Practical Exercises

- Perform 5+1 Drill of two-man buddy team bounds, under realistic field conditions, for a distance of no less than 200 meters.
- Perform a 5+1 Drill of four-man team bounds, under realistic field conditions, for a distance of no less than 200 meters.

Period Four: Single Vehicle Immediate-Action Drills

Performance Objectives:

At the conclusion of this block of instruction, participants will be able to:

- Understand vehicle crew assignments during IADs
- Correctly disembark from a tactical vehicle
- Maintain muzzle awareness while disembarking the vehicle
- Understand positioning after disembarking the vehicle
- Maintain communication between moving elements

Instructional Time: 6 hours

Instruction Type: Lecture/Practical Exercise

Purpose: This block of instruction is intended to introduce you to immediate-action drills under attack when operating as part of a single vehicle operation. This block of instruction will focus on two- and four- man elements in a single vehicle, coming under effective hostile fire, while moving. You will learn to correctly disembark a vehicle under fire, maintaining muzzle awareness and discipline, and move to effective temporary fighting positions, while maintaining communications between elements.

Introduction: The trained response of both the driver and the TC, if their vehicle comes under effective enemy fire should be to drive through the KZ as fast as possible. If forward egress is blocked, they should reverse and/or J-Turn out of the KZ. This falls under the category of evasive driving, and is largely outside the scope of this program of instruction, so we will focus on simply reversing out of the kill zone.

In the event that a solo vehicle is disabled, the vehicle crew will immediately need to move into a "vehicle down drill."

Task Number One: React-to-Ambush, Drive Through

Conditions: Given a two or four-man element in a solo vehicle that comes under effective enemy small-arms fire, with no impediments to forward egress from the KZ.

Standards: Driver accelerates forward, out of the kill zone immediately. Upon clearing the kill zone, the TC immediately determines to either stop and close with the ambush party, or to continue fleeing the scene. Appropriate personnel engage the enemy with their personal weapons while the vehicle exits the KZ.

Performance Considerations:

- The driver should focus on driving the vehicle. If the driver is disabled, the TC will use his left foot to reach over and depress the accelerator, while he steers the vehicle with his left hand.
- If the contact is to the right side of the vehicle, the TC and right side rear seat passenger will engage with their personal weapons.
- If the contact is to the left side, the left side rear seat passenger will engage with his personal weapon.
- Any personnel not engaging the enemy will maintain security and over watch of their assigned sectors.
- If the contact is from the right side, and the driver is incapacitated, the left side rear seat passenger may pull the driver over the back of the front seat and into the rear seat, to provide aid, and allow the TC to move over into the driver's seat, as soon as possible.

Task Number Two: React-to-Ambush, Vehicle Down, Two-Man Crew

Conditions: Given a two-man element in a solo vehicle that comes under effective enemy small-arms fire. Vehicle is disabled due to enemy action or other causes.

Standards: Crew members disembark the vehicle, using fire-and-movement. Crew members communicate effectively with one another. Vehicle crew members utilize fire-and-maneuver to break contact with the attack. Crew members maintain safe muzzle discipline throughout.

Performance Considerations:

- As soon as the driver recognizes that the vehicle has lost power, or is coming to a stop, he should communicate this to his partner. "Truck is down! Get out!"
- Partner should repeat this warning back to the driver, so the driver knows he has communicated effectively.
- Crew member closest to the attack will provide a base-of-fire allowing his partner to egress the vehicle and move one 3-5 second rush away from the vehicle, towards the front or rear of the vehicle, using the wheels and/or engine block for cover. As soon as he is in a suitable firing position, he begins engaging the enemy position with aimed rapid fire, and communicates his status to his partner.
- As soon as the base-of-fire element hears his partner firing, he should move out of the vehicle, through the same door his partner did, move to the opposite end of the vehicle, and begin engaging the attackers' position.

- At this point, the team begins a retrograde movement using fire-and-movement to break contact.

Task Number Three: React-to-Ambush, Vehicle Down, Four-Man Crew

Conditions: Given a four-man element in a solo vehicle that comes under effective enemy small-arms fire. Vehicle is disabled due to enemy action or other causes.

Standards: Crew members disembark the vehicle, using fire-and-movement. Crew members communicate effectively with one another. Vehicle crew members utilize fire-and-maneuver to break contact with the attack or to aggress against the attackers' position. Crew members maintain safe muzzle discipline throughout.

Performance Considerations:

- As soon as the driver recognizes that the vehicle has lost power or is coming to a stop, he should communicate this to the rest of the crew. "Truck is down! Get out!"
- All members of the crew should repeat this communications, to ensure that all members of the crew are aware of the situation.
- Crew members closest to the attack (including driver, if applicable), will provide a base-of-fire allowing their partners to egress the vehicles. The front seat shooter will move to the front wheel of the vehicle and use the wheel and/or engine block for cover and begin engaging the enemy. The rear seat passenger will move to the rear wheel or the rear fender of the vehicle and begin engaging the enemy. As soon as they are in position and firing, they will communicate their status to their respective partners. "In position! Move!"
- Remaining personnel in the vehicle will egress out of the vehicle, on the side away from the attack, and move a 3-5 second rush away from the vehicle, in the same direction their respective partner went (front seat personnel move to the front of the vehicle, rear seat personnel move to the rear of the vehicle).
- As soon as all personnel are clear of the vehicle, the TC will direct his elements to move by buddy team bounds to either break contact or move forward, aggressing against the enemy position.

Summary

In this block of instruction, you have learned to execute immediate action drills for reactions to an ambush while part of a single vehicle crew, receiving effective small-arms fire. This block of instruction will form the foundation for everything else we will cover in this course. Are there any questions? Concerns? Comments?

Period Five: Recovery Vehicle Immediate Action Drills

Performance Objectives:

At the conclusion of this block of instruction, participants will be able to:

- Understand vehicle crew assignments during IADs.

- Correctly disembark from a tactical vehicle to perform recovery operations.
- Maintain muzzle awareness while disembarking the vehicle.
- Understand positioning after disembarking the vehicle while performing recovery operations.
- Maintain communication between moving elements.
- Ensure that all protected vehicle personnel are accounted for before re-mounting the recovery vehicle.
- Understand that the role of the recovery vehicle crew is to provide protection for the protected vehicle's crew and personnel.

Instructional Time: 6 hours

Instruction Type: Lecture/Practical Exercise

Purpose: The purpose of this block of instruction is to introduce you to immediate action drills under attack when a recovery vehicle is available as part of your convoy. This block of instruction will focus on the application of two vehicles, one under attack and disabled, while the other acts as a recovery vehicle. You will learn the roles of the recovery vehicle personnel, as well as how to cross-load personnel from both vehicles into the recovery vehicle for immediate egress of the KZ.

Additionally, you will learn to conduct emergency hook-ups for towing a disabled vehicle out of the KZ under fire.

Task Number Four: React-to-Ambush, Vehicle Down, Abandon Disabled Vehicle

Conditions: Given a scenario where the other vehicle in a convoy has been disabled by enemy small-arms fire, and the crew has begun to, or has completely, disembarked from the vehicle correctly. Given the ability to abandon the disabled vehicle.

Standards:

- Recovery vehicle driver positions his vehicle alongside the disabled vehicle approximately two vehicle door-widths away from the disabled vehicle. Recovery vehicle crew deploys from their vehicle to the front and rear, outside of the positions of the disabled vehicle's crew member's positions, and begins engaging the enemy. Alternatively, the recovery vehicle crew members may elect to replace the disabled vehicle crew members in their positions, directing them to move to the recovery vehicle.
- Recover vehicle driver remains in the vehicle, motor running, transmission/clutch engaged.
- Disabled vehicle crew recovers any wounded personnel, then mission-essential equipment/sensitive items.
- Disabled vehicle TC destroys any sensitive equipment items that cannot be recovered, and

initiates destruction of the disabled vehicle with a thermite grenade or other incendiary device.

- Once the disabled vehicle's TC determines that all of his personnel, including himself, are accounted for, he notifies the driver of the recovery vehicle. Driver sounds his horn three times. Recovery personnel re-deploy to their vehicle, using fire-and-maneuver.
- Recovery vehicle TC should be the last man back into the vehicle, after confirming that all personnel are accounted for.
- Recovery vehicle exits the KZ as rapidly as possible, with appropriate personnel firing on the enemy as the vehicle moves away, as possible.

Period Six: Counter-Assault Team Immediate-Action Drills

Performance Objectives:

At the conclusion of the course, participants will be able to:

- CAT provides effective suppressive fire from mounted position while motorcade self evacuates
- CAT receives suppressive fire and must sweep objective from mounted position. CAT assist in motorcade evacuation
- CAT dismounts and sweeps objective, motorcade self evacuates
- CAT dismounts and sweeps objective. CAT assist motorcade in evacuation.

Instructional Time: 6 hours

Instruction Type: Lecture/Practical Exercise

Purpose: This block of instruction is designed to introduce you to the proper tactical application of a CAT vehicle during an attack on a protected vehicle. A trail or lead vehicle may fulfill these duties, in a number of situations:

- If another vehicle is engaged from ambush, a CAT team must immediately return fire from the mounted position, to help divert enemy fire away from the targeted vehicle in the kill zone.
- If a disabled vehicle's crew is able to egress the vehicle and begins aggressing against the enemy position before the CAT team can begin recovery operations.
- If there are three or more vehicles in a convoy, a dedicated CAT vehicle may move immediately into CAT mode, if another vehicle is serving as a recovery vehicle.

Task Number Five: React-to-Ambush, Mounted Suppressive Fire from CAT

Conditions: Given a situation where a lead vehicle comes under enemy small-arms fire, and the CAT vehicle TC determines that his crew must immediately return fire, to divert enemy fire away from the targeted vehicle, allowing the vehicle to self-rescue.

Standards:

- CAT maintains 360 degree security at all times.
- CAT leader makes the call dependent on the situation and the direction of attack
- CAT Teams take up a covering position for the motorcade.
- CAT lays down suppressive fire on the objective
- Initiate suppressive fire to allow the motorcade to self evacuate the kill zone.
- Once the motorcade is out of the kill zone the CAT team leader will disengage.
- Resume positioning in the motorcade as soon as possible
- Have at least one person per vehicle establish rear security

Task Number Six: React-to-Ambush, Dismounted Suppressive Fire from CAT

Conditions: Given a situation where a lead vehicle comes under enemy small-arms fire, and the CAT vehicle TC determines that his crew must dismount and aggress towards the enemy, allowing the vehicle and/or recovery vehicle to clear the KZ.

Standards:

- CAT maintains 360-degree security at all times. CAT vehicle TC makes a quick estimate of the situation, and dismounts his crew to provide cover for the targeted vehicle.
- CAT team takes up temporary fighting positions and provides suppressive fire against the enemy position.
- CAT team bounds forward as a two-man team (driver and Ranger buddy provide security for CAT vehicle. May also serve to provide support-by-fire for the maneuver team), aggressing on the enemy position.
- Dismounted team continues to advance on the enemy until they clear the objective or until the targeted vehicles clear the KZ, at which time they begin retrograde movement back to their own truck.
- CAT vehicle exits the area and rejoins the convoy as soon as possible.
- Once entire convoy is re-grouped, it is important that patrol leaders understand the importance of halting to conduct a re-consolidation and assessment.