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107 Engineer Battalion  
Ishpeming, Michigan  
091600FEB2017

**OPERATION ORDER 17-107-04 (Operation Lynx) – 107 EN BN Strength Management Plan**

**(U) References:**

(a) (U) OPERATIONS ORDER 006-15 OPERATION FULL THROTTLE (FY 15-17 Strength Management Plan), MING JFHQ, 10 March 2015

(b) (U) 177 MP BDE FY15 STRENGTH MAINTENANCE PLAN, 177 MP BDE, 01 August 2015

(c) (U) NGR 601-1 Army National Guard Strength Maintenance Program, 28 April 2006

(d) (U) NGB PAM 601-1 Army National Guard Strength Maintenance Program, 4 August 2006

(e) (U) Michigan Army National Guard New Soldier Sponsorship Handbook, 1 October 2012

(f) (U) 107 Engineer Strength Management Policy Letter, dated 06 February 2017

**(U) Time Zone Used Throughout the OPORD:** Romeo

**(U) Task Organization:** See Annex A

**1. (U) Situation.** In an attempt to increase strength across the Michigan National Guard a change in the current Force Design Structure is likely. This impending redesign may result in the divestment of companies within the 107 Engineer Battalion. Historically, the 107 Engineer Battalion has been a proud and motivated organization. With an increase in operations tempo we have lost focus on recruiting and retaining Soldiers. A downward trend of strength has placed the 107 Engineer Battalion and its subordinate units in danger of divestiture or relocation. If the 107 Engineer Battalion continues this downward trend, those dangers could become reality. In an attempt to increase the strength of the 107 Engineer Battalion deliberate recruiting and retention efforts from Soldiers of all levels must take place.

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### a. (U) Area of Interest.

#### (1) (U) Home Station (HS) Armories.

- (a) (U) HHC 107 EN: Ishpeming
- (b) (U) FSC 107 EN: Marquette
- (c) (U) 1430 EN CO (VERT): Gladstone
- (d) (U) 1431 EN CO (SAPPER): Calumet
- (e) (U) 1432 EN CO (ESC) (-): Kingsford
- (f) (U) DET 1; 1432 EN CO (ESC): Iron River
- (g) (U) 1437 EN CO (MRBC): Sault Sainte Marie

#### (2) (U) Upper Peninsula Population Centers of approximately 5000 people or more.

- (a) (U) Marquette (21,355)
- (b) (U) Sault Ste. Marie (14,144)
- (c) (U) Escanaba (12,616)
- (d) (U) Houghton/Hancock (12,342)
- (e) (U) Menominee (8,599)
- (f) (U) Iron Mountain (7,624)
- (g) (U) Ishpeming (6,470)
- (h) (U) Ironwood (5,387)
- (i) (U) Kingsford (5,133)
- (j) (U) Gladstone (4,973)

### b. (U) Area of Operations. Upper and Northern Lower Michigan, Northern Wisconsin.

### c. (U) Enemy Forces. None.

### d. (U) Friendly Forces.

#### (1) (U) Higher Headquarters Mission and Intent.

##### (a) (U) State of Michigan Joint Force Headquarters.

1. (U) Mission. The Michigan Army National Guard achieves sustained readiness while growing the force to the Force Structure Allowance (FSA) of 8,509 over a three year period (FY15-17).

2. (U) Commander's Intent. My intent is to maintain sustainable readiness levels while growing the force to the FSA of 8,509 over a three year period (FY15-17). Commanders achieve success by focusing on the three tenants of strength

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maintenance: Recruiting, Retention and Attrition Management. My priorities for are achieving 100% of Authorized Strength, 108% Total Reenlistment Mission Percent Fiscal Year to Date (FYTD) and reducing the Attrition Loss Rate to 15%.

(b) (U) 177 Military Police Brigade.

1. (U) Mission. TBP.

2. (U) Commander's Intent. TBP.

(2) (U) Upper Peninsula Recruiting and Retention Battalion Recruiters.

Recruiters are responsible for the accession mission. This involves reaching out to prospective leads, determine basic eligibility for enlistment, the pre-qualification of leads, complete enlistment packets of leads, and processing the applicant through MEPS.

(a) (U) SSG Tricia Magreta, O: (906) 226-2949, C: (906) 282-8546, Northcentral UP (Ishpeming, Marquette, Gwinn, Munising)

(b) (U) SSG Michael Johnson, O: (906) 227-1376, C: (906) 201-0651, Northern Michigan University Campus Recruiter

(c) (U) SSG Brian Bizeau, O: (906) 635-5845, C: (906) 280-7664, Eastern UP (Sault Ste Marie)

(d) (U) SSG Christopher Bates, O: (906) 487-3434, C: (906) 2812695, Northwestern UP (Calumet, Baraga, Houghton)

(e) (U) SSG Katie Pinar, O: (906) 428-2169, C: (906) 399-0667, Southcentral UP (Gladstone, Escanaba)

(f) (U) SGT Katherine Born, O: (906) 776-9902, C: (906) 282-7050, Southwestern UP (Kingsford)

(3) (U) Recruit Sustainment Program. The Recruit Sustainment Program (RSP) is a program of the United States Army National Guard designed to introduce new recruits to the fundamentals of the U.S. Army before they leave to Basic Combat Training (BCT) and Advanced Individual Training (AIT). The primary RSP is located at the Ishpeming Armory.

(a) (U) Ishpeming Armory RSP Coordinator. MSG (Ret) Daniel Kurian, O: (906) 486-9714, C: (906) 204-8060.

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(b) (U) Ishpeming Armory RSP Platoon Sergeant. SFC William Wills, O: (906)226-2949, C: (906) 235-1140.

### e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations.

(1) (U) Employer Support of the Guard and Reserve (ESGR). ESGR, a Department of Defense program, was established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. Learn more at <http://esgr.mil/>.

(2) (U) Family Assistance Centers. Family Assistance Centers are located throughout state and are organized to provide regional support for Families of geographically dispersed Service Members. The mission of the FAC is to provide information, referral, outreach and support services to Service Members, Families and Veterans regardless of their service component. POC for Upper Peninsula Counties:

(a) (U) Baraga, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Marquette, Menominee, and Ontonagon counties. Eve Giraud-Prosser, O: (906) 485-2548, C: (906) 486-4946.

(b) (U) Alger, Cheboygan, Chippewa, Emmet, Luce, Mackinac, Presque Isle, Schoolcraft counties. Jerry McDonald, O: (906) 632-7861, C: (906) 203-7680.

(3) (U) Family Readiness Support Assistance (FRSA). As a member of the Family Programs, the Family Readiness Support Assistant helps ensure that all units have a functioning FRG with trained volunteers and military staff. These personnel are direct support to the Unit Commanders for managing, providing resources, and supporting the Unit Family Readiness Group. The Family Readiness Support Assistant for the 107 EN BN is Mrs. Terri Gillotte. Mrs. Gillotte's office is located in the Ishpeming Armory. Her E-mail is [terigillotte@gmail.com](mailto:terigillotte@gmail.com) and phone number is (906) 485-2524.

(4) (U) Military OneSource. Military OneSource is a website that provides Soldiers answers on benefits, deployments, reintegration, moves, parenthood, retirement and more. Learn more at <http://www.militaryonesource.mil/>.

(5) (U) Buddy to Buddy. Each unit has a Buddy to Buddy Representative assigned to them. The Mission of the Buddy to Buddy program is to use trained Volunteer Veterans to help military service members overcome the stigma around asking for help and link those who are facing challenges throughout the deployment

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cycle with appropriate resources that will optimize their quality of life. Volunteer Veterans are trained to help veterans and service members address issues ranging from accessing financial, employment, legal, benefit, or educational resources to identifying mental health providers for emotional, substance abuse, or relationship concerns.

f. (U) Civil Considerations.

**2. (U) Mission.** The 107 Engineer Battalion executes deliberate retention and recruiting efforts IOT decrease unit attrition levels and increase recruitment numbers resulting in 105% authorized end strength NLT 30SEP2018.

**3. (U) Execution.**

a. (U) Commander's Intent. My intent is to increase readiness by changing the negative strength and retention tide, shifting it to a positive trajectory through deliberate action. This is will require creativity at the unit level, a focused partnership with recruiting, and visibility in the community. In order to increase overall end strength and to increase readiness throughout the battalion, commanders will achieve the following key metrics:

(1) (U) **Authorized Percentage Filled:** Authorized Percentage Filled is defined as the number of Soldiers assigned divided by the unit's authorized strength. The end state for Authorized Percentage Filled is for each unit to achieve is **90% for FY17** and **105% for FY18.**

(2) (U) **Total Attrition Loss Rate:** Total Attrition Loss Rate is defined as the total number of attrition losses during the past 12 months divided by the average assigned strength during the past 12 months. The end state for Total Attrition Loss Rate for each unit is equal to or **less than 10%.**

(3) (U) **Suspense of Favorable Personnel Actions Percentage:** Suspense of Favorable Personnel Actions Percentage, commonly known as a personnel flag, is defined as the number of Soldiers that currently have favorable actions suspended divided by the Assigned Strength of the unit. Commanders and leaders of all levels should take a proactive approach to reducing the amount of Soldiers that have a personnel flag. Common reasons Soldiers are flagged include APFT failure, Height/Weight failure, and AWOL. The end state for Suspense of Favorable Action Percentage is for each unit to be equal to or **less than 15%.**

(4) (U) **Re-enlistment Success Rate:** Re-enlistment Success Rate is defined as the number of reenlistments divided by the total number of Soldiers that either re-enlist or ETS. Units will achieve and sustain a Re-enlistment Success Rate of **80% or greater.**

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Endstate. The 107 Engineer Battalion ends achieves 105% of authorized strength NLT 30SEP2018.

b. (U) Concept of Operations. Successful Strength Management is not achieved through decisive, shaping, and sustaining efforts along a defined timeline. Retention and recruitment of Soldiers is continuous and is achieved in varying degrees, depending on thorough unit planning and the dedication of an organizations commitment to achieve their maximum authorized strength. There is no magic bullet for success. What works for one organization may not necessarily produce the same result in another organization. Units must use every tool at their disposal to achieve their goals. Every member of an organization must participate in the planning and execution of the unit SMP IOT reach their authorized strength, and once there maintain it. Organizations must share information and crosstalk TTPs that work, as well as those that do not. Units must engage their communities through civic organizations and school systems and assist recruiters by producing solid leads. In addition, we must close the back door and retain our Soldiers by ensuring they have all the information and direction necessary to take advantage of all that the Guard has to offer to them and their families. By simultaneously pursuing aggressive recruitment activities and retention of qualified Soldiers, we will achieve our strength goals and the 107 EN BN will continue on the path to success.

c. (U) Scheme of Movement and Maneuver. Not used.

d. (U) Scheme of Intelligence. Not used

e. (U) Scheme of Fires. Not used.

f. (U) Scheme of Protection. Not used.

g. (U) Stability Operations. Not used.

h. (U) Assessment. Unit will utilize Appendix 1 (AAR) to Annex M (Assessment) to capture all AAR comments for events.

i. (U) Tasks to Subordinate Units.

(1) (U) ESGR. Command teams will work with Soldiers civilian employers to promote the mutual benefit of having a professional, ready, and trained Soldier. Employer support enhances retention rates in the Armed Forces and, in the end,

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strengthens our national security. Commanders will recognize employers that support our Soldiers through the Employer Support of the Guard and Reserve (ESGR) Employer Awards. Under the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994 commanders will ensure our Soldiers rights are protected. Command teams are encouraged to utilize the (ESGR) Ombudsmen Services Program to provide information and mediation on issues related to USERRA.

(2) (U) Recruiters and Recruiting. Recruiters are responsible for the accession mission. This involves reaching out to prospective leads, determine basic eligibility for enlistment, the pre-qualification of leads, complete enlistment packets of leads, and processing the applicant through MEPS. Units will reach out to recruiters with any potential lead. In order to produce leads for recruiters, every Soldier must contribute. The best recruiting tool we have are our Soldiers. Soldiers must be encouraged to provide leads and leadership must ensure those leads are submitted through the correct channels in a timely manner is essential to turn quality leads into enlistments. Leads not getting reported through the proper channels and a delay in lead reporting are two of the main reasons why leads do not enlist. If a Soldier has provided a lead, unit leadership has the responsibility to ensure that lead gets processed properly. Units that have leads will:

(a) (U) Submit lead contact information to the recruiter nearest to where the lead resides.

(b) (U) Inform their Unit Career Counselor (UCC) they submitted a lead to a recruiter. Provide all information given to the recruiter to the UCC.

(3) (U) **Recruiting Event Planning**. Units have conducted Open Houses and mass recruiting events in the past in order to produce potential leads. Historically successful events that produced leads came with thorough planning and preparation from the Soldier level up through the Command Team. Units will ensure planning for these events will start at least 120 days from time of execution. An example Recruiting Event Worksheet is provided as Tab I (Recruiting Event Worksheet) to Appendix 15 (Information Operations) to Annex C (Operations). Units will use this worksheet as a tool to capture resource requirements and assign suspense timelines in order to conduct a successful recruiting event. Units will work hand-in-hand with recruiters in order to produce the best event possible. Measures of performance and effectiveness will be completed on the second page of Tab I. Once the worksheet is completed it will be submitted to the battalion RRNCO so TTP's that work can be shared amongst all organizations.

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(4) (U) Community Event Participation. Units being requested to or are requesting to perform duties with civic organizations, are required to complete a DD Form 2536, otherwise known as a Community Events Request. This request must be made by the civic organization hosting the event. All community relations events, whether supported with Soldiers or vehicles, must be approved by the Chief of Staff MIARNG. Please complete the request NLT 45 days from execution if possible. The form is provided as Tab H (Community Events Request) to Appendix 15 (Information Operations) to Annex C (Operations). Please submit to the Battalion S3.

(5) (U) Vocational Program Outreach. There are several vocational programs available to military aged persons within the Upper Peninsula. Students in these programs may be more interesting in joining the MIARNG IOT learn a trade skill. See Tab G (Vocational Programs) to Appendix 15 (Information Operations) to Annex C (Operations) for more guidance. Vocational and on the job training and education is now eligible for tuition assistance programs.

(6) (U) **Unit Career Counselor (UCC).** All units will ensure they have a **primary and alternate UCC** assigned. The UCC is a becoming an increasingly vital role within the units. The UCC is the unit's subject matter expert in recruiting, retention and benefits. The UCC is the **primary advisor to the Commander** for unit strength. The UCC must be fully aware of all up-to-date school benefits and how to complete the process to use such benefits to include benefits for college, TRICARE, etc. The UCC will coordinate with the Battalion Career Counselor (BCC) and the unit's recruiter for all issues affecting strength. The UCC will **conduct monthly Strength Management Enhancement Team (SMET) meetings** with key leadership from their unit. The duty of UCC is a challenging and rewarding position. With the duties of the UCC being so vital to the unit's strength and readiness, **the role of UCC will be the selected Soldier's primary duty.**

(7) (U) OER/NCOER Strength Bullets. Units will incorporate strength bullets into support forms at the platoon level and up. Comments will address the following:

- (1) Achieved X% Authorized Strength; Achieved X% Reenlistment.
- (2) Factors prevented / enabled achievement of strength and reenlistment goal (Free Text).

(8) (U) Leads Incentives Program. The Battalion has developed the Lead Incentives Program to reward Soldiers for their extra effort in providing Leads that enlist. The incentive program outline is Tab J (Battalion Leads Program) to Appendix 15 (Information Operations) to Annex C (Operations). The Incentive Program awards will progress in value as follows for enlistments:

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(a) (U) 1<sup>st</sup> Lead: Gift purchased with funds from the 107 EN BN Officers Recruiting Leads Program or provided by Recruiting and Retention.

(b) (U) 2<sup>nd</sup> Lead: Soldier is excused from a MUTA 2 with pay provided it is approved by the Soldier's unit command team.

(c) (U) 3<sup>rd</sup> Lead: Battalion Coin for Excellence.

(d) (U) 4<sup>th</sup> Lead: State of Michigan Recruiting Ribbon.

(e) (U) 5<sup>th</sup> Lead: Army Achievement Medal and Bronze Oak Leaf Cluster for Michigan Recruiting Ribbon.

The Battalion Leads Incentives Program requires tracking, coordination, and support from the Recruiter, Company, and Battalion Command Teams.

(9) (U) **Strength Management Enhancement Team (SMET)**. The SMET meeting is the Commander/First Sergeant's meeting and opportunity to discuss Strength Management with Key Leaders. **These meetings must happen once a month.** Mandatory representatives are the Commander, First Sergeant, Recruiting and Retention NCO, UCC, Readiness NCO, Platoon Sergeants, and an E4. The SMET meeting checklist must be completed and maintained for 2 years and will be inspected during CIP. This checklist will be submitted to the RRNCO (SSG Herriman) NLT 1200 on the Tuesday after drill. The SMET Checklist and Agenda are Tabs A and B to Appendix 15 (Information Operations) to Annex C (Operations).

(10) (U) **Strength Management Plan**. Units will develop a strength maintenance plan that will address at a minimum:

(a) (U) Quarterly retention events.

(c) (U) Unit specific recruiting and retention strategies, i.e. "train to retain".

(d) (U) Engagement of RSP Soldiers.

(e) (U) Integrating unit STA policy to support the SMP.

This plan will be reviewed yearly at the unit level. Submit initial or existing plans to the Battalion RRNCO NLT 15 APR 2017. Completed reviews/updates to be submitted at the beginning of the fiscal year on 01 OCT thereafter.

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(11) (U) **Sponsorship**. Units will ensure that all Soldiers are assigned a sponsor IAW NGR 601-1. Sponsorship will start the moment a Soldier enlists and will be maintained throughout their RSP period. Sponsorship will be conducted IAW Tab B (Sponsorship Checklist) to Appendix 15 (Information Operations) to Annex C (Operations). Once complete, sponsorship checklists will be E-mailed directly to the Battalion Career Counselor (BCC) SSG Herriman. In addition the sponsorship checklist will remain on file for a minimum of two years and will be inspected as part of the CIP.

(12) (U) Recruit Sustainment Program Outreach. Units will coordinate with RSP Cadre IOT conduct concurrent training where feasible and appropriate. Sponsors, First Line Leaders, and Command Teams will conduct TLP IOT ensure RSP Soldiers are prepared for training when conducted with the unit.

(13) (U) Leadership Professional Development (LPD). Units will include Strength Management training annually IOT give junior leaders the training and tools to properly counsel, identify, uncover, and resolve the myriad of challenges facing our Soldiers and family members.

(14) (U) **Extension Ceremonies**. Units will ensure that re-enlistment/extension ceremonies are conducted for each Soldier, the "Oath of Extension" ceremony is conducted with dignity and honor and appropriate incentive/recognition items are presented. UCC are a source of resources and recognition items. **Ensure to take photographs of the ceremony and post them on bulletin boards and insert them into the monthly Good News Story from your unit.**

(15) (U) Retrain to Retain. Soldiers shall be offered the opportunity to reclassify into a new MOS based on unit vacancies and availability of G3 schools funding. Contact the Battalion S1 for current vacancies.

(16) (U) **Battalion Retention Boards**. The Battalion Retention Board (BARB) is a mandatory tool that will be used at the unit level to ensure visibility to all leadership and Soldiers of an impending ETS of a unit Soldier within the next 12 months. This board will track the Soldier, their ETS Date, Bonus (if applicable), whether the Soldier intends to re-enlist, and the completed interview dates with the UCC, Squad/Section Leader, Platoon Sergeant, First Sergeant, and Commander. An example of this board is Tab E (BARB) to Appendix 15 (Information Operations) to Annex C (Operations). In addition the unit will post current benefits belonging to the guard to include: TRICARE, MINGSTAP, GI Bill, Thrift Savings Plan, and current Bonus information. This board will also include contact information for assigned Unit Career Counselors. An example of this board is Annex F (Retention Board Information) to Appendix 15 (Information

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Operations) to Annex C (Operations). Units may use this format to develop their board, coordinate with the Battalion S3 to print a 24"x36" color copy for your use.

(17) (U) **ETS Counseling**. Units will ensure that every qualified Soldier is provided counseling on the opportunity for continued service in the MIARNG or offered an alternative to separation or discharge. ETS Counseling's (Extension Interviews) will be recorded on a DA 4856 and maintained by the UCC. Utilize Tab D (ETS Counseling) to Appendix 15 (Information Operations) to Annex C (Operations) to complete. Counseling's must happen at **18 months, 12 months, 270 days, 180 days, 60 days, and 30 days**. These items must be kept on file for 12 months after a Soldier's ETS and will be inspected during CIP.

(18) (U) **Stay Guard Assembly**. Soldiers within 180 days of their ETS and eligible for extension will attend the Stay Guard Assembly. These assemblies will be held four times a year with Soldiers attending in an STA status. Further information will be published in a FRAGORD to the Base OPORD.

(19) (U) **Benefits Brief**. Units will ensure all Soldiers are made aware of available MIARNG incentives and benefits. These are processed and tracked for those that are eligible. The Benefits Brief will be conducted annually. Coordinate with the RRNCO to receive the latest information prior to the event.

(20) (U) **UNSAT Performance**. Units will develop and implement rehabilitative programs for unsatisfactory participants who are qualified for continued service in the MIARNG IOT encourage active participation. Soldiers who are unable to continue their active participation will be afforded the opportunity to transfer to the Inactive National Guard (ING) IAW NGR 614-1. Leadership will maintain contact with Soldiers within ING for assimilation back into active status within the MIARNG.

(21) (U) **AWOL Recovery Team**. Units will implement AWOL recovery teams IOT recover Soldiers during the drill day.

(a) (U) **Organic Team**. If a Soldier lives within a reasonable driving distance, units will send out an organic recovery team to check on and recover the Soldier.

(b) (U) **Sister Unit Team**. If a Soldier lives within a reasonable driving of a sister unit, DIRLAUTH is authorized between units IOT conduct AWOL recovery operations.

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(c) (U) Local Law Enforcement. If a Soldier lives outside of a reasonable driving distance, local law enforcement near the Soldiers HOR will be requested to conduct a wellness check on the Soldier IOT check on and recover the Soldier.

(d) (U) Bench Warrant. As a final step for Soldiers who are habitually AWOL, commanders may seek a bench warrant for their arrest through local law enforcement and the local court system. Coordinate with the BN S1 for specific guidance.

j. (U) Coordinating Instructions.

**4. (U) Sustainment**. See Annex F (TBP).

**5. (U) Command and Signal**.

a. (U) Command.

(1) (U) Location of Commander and Key Leaders.

(a) (U) The Battalion Commander (LTC Gillahan; Military Technician) will be located with HHC. However, he is able to conduct battlefield circulation as mission allows.

(b) (U) The Battalion Executive Officer (MAJ Rolling; M-Day) will primarily be located with HHC.

(c) (U) The Battalion Operations Officer (MAJ Graham; AGR) is available to the 107 EN BN (Organic) out of his home armory in Ishpeming, Michigan.

(d) (U) The Battalion Command Sergeant Major (1SG Perez; M-Day) will primarily be located with HHC. However, he is able to conduct battlefield circulation as mission allows.

(e) (U) The Battalion Operations NCO (MSG Cain; AGR) is available to the 107 EN BN (Organic) out of his work place in Ishpeming, Michigan.

(2) (U) Succession of command.

(a) (U) LTC Gillahan

(b) (U) MAJ Rolling

(c) (U) MAJ Graham

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(3) (U) Liaison Requirements. All liaison requirements will be assigned by the BN CDR or S3 as needed.

b. (U) Control.

(1) (U) Command Posts.

(a) (U) Main Command Post for HHC is located at the Ishpeming Armory.

(b) (U) Alternate CP will be located on location with HHC as mission dictates.

(2) (U) Reports. See Annex R (Reports).

c. (U) Signal. See Annex H (TBP).

### ACKNOWLEDGE:

GILLAHAN  
LTC

### OFFICIAL:

GRAHAM  
S3

### ANNEXES:

Annex A – Task Organization

Annex C – Operations

Appendix 15 – Tab A (SMET Checklist)  
Tab B (SMET Agenda)  
Tab C (Sponsorship Checklist)  
Tab D (ETS Counseling)  
Tab E (BARB)  
Tab F (Retention Board Information)

## **OPERATION ORDER 17-107-04 Operation Lynx (Strength Maintenance Plan)**

Tab G (Vocational Training Outreach)  
Tab H (Community Events Request)  
Tab I (Recruiting Event Worksheet)  
Tab J (Battalion Leads Program)

Annex M – Assessment

Appendix 1 – AAR Format

### **DISTRIBUTION:**

Commander, HHC 107

Commander, FSC 107

Commander, 1430 Engineer Company (VERT)

Commander, 1431 Engineer Company (SAPPER)

Commander, 1432 Engineer Company (ESC)

Commander, 1437 Engineer Company (MRBC)