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**Open**

**CA/CMO PIR****POTENTIAL SOURCES**

Municipal Political Officials,  
Leaders,  
Chamber of Commerce,  
Police/Pson Officials

Public Health Officials,  
Healthcare Officials,  
Emergency Management  
Director,  
Public Information Officer

Local Leaders,  
Community Religious Leaders,  
Community Management  
Director,  
Public Safety Officials

**POTENTIAL SOURCES**

U.S. Forces,  
CSS Units of Allied/Coalition  
Forces

Commander,  
GSS; NGO  
Representatives,  
UN Representatives

**POTENTIAL SOURCES**

CSS Units of U.S. Forces,  
CSS Units of Allied/Coalition  
Forces

NGO Representatives,  
UN Representatives,  
Local Community Leaders

**CA/CMO ERI**

1. Who are the key personnel in the AO, to include  
business leaders, criminal figures?

2. What capabilities does the local populace have  
to sustain and protect itself in the areas of public health,  
public safety, public works and utilities, civil information,  
and emergency services?

3. How many civilians intend to evacuate and how  
many intend to stay put in the event hostilities get close  
to populated areas?

4. What are the shortcomings of the force in terms  
of HNS requirements, medical supplies, and other  
logistics issues?

5. What force protection measures are currently in place?  
(This should include security measures employed  
by participating civilian agencies.)

**CA/CMO ERI**

1. What military resources are available for CMO  
and what are their priorities?

2. What NGOs are in the area and what are their  
capabilities, mandates, priorities, and so on?

**10. Appendices****10.1 Appendix A: Title**

Paragraph.

Paragraph.

Column heading 1	Column heading 2
Write table text here.	Write table text here.

Note: Notice that the sequence of your appendices is given using letters:  
'Appendix A', 'Appendix B', etc.

Also, the numbering of the pages in your appendix is done at the bottom of the  
page as 'A-1, A-2' / 'B-1, B-2' etc.

To get this separate numbering, you need to insert a continuous break at the  
heading of the appendix, this will start the numbering again. Then click into  
the footer and uncheck the box which says "Same as previous". You should then  
be able to change the letter next to the number (e.g. 'A-1' changed to 'B-1') to  
match the letter of your Appendix.

If you are unsure how to do any of these things, you will find a demo in the  
tutorial 'How to succeed@dissertation writing' in success@ukent:

[Insert the URL for the demo here](#)

**APPENDIX****Survey to Establish Socioeconomic Status of Participants**

Please mark the appropriate answers to all questions below:

What is your age range?

- 20 to 30 years old
- 31 to 40 years old
- 41 to 50 years old

What is your income level?

- less than \$10,000 per year
- \$10,000 to \$20,000 per year
- \$20,000 to \$30,000 per year
- \$30,000 to \$40,000 per year
- \$40,000 to \$50,000 per year
- more than \$50,000 per year

What is your gender identification?

- male
- female
- other. Please explain: \_\_\_\_\_

What ethnicity do you identify with?

- Caucasian
- Black
- Hispanic
- Asian



MEMORANDUM FOR RECORD

**SUBJECT:** Unit counseling program Standard Operating Procedures (SOP)

2. Counseling is a basic responsibility of every leader and an important part of taking care of Soldiers. Counseling responsibility ranges from holding scheduled, structured counseling sessions to conducting event oriented disciplinary counseling to provide on the spot guidance.
  3. This SOP is intended to assist the NCOs in conducting timely and thorough counseling sessions with their Soldiers.
  4. All newly arrived Soldiers will receive integration and reception counseling from the 1SG upon arrival to the unit. Soldiers will receive an initial counseling from their first line supervisor within 30 days of arrival to the unit. All Soldiers in the rank of E-1 to E-6 will be counseled a minimum of once a month. The results of all developmental counseling sessions will be typed on a general counseling form, DA Form 4858. Soldiers in the rank of Corporal and above will be counseled at a minimum of once a quarter, using the NCO counseling Checklist Record DA Form 2166-8-1.
  5. Section Supervisors will counsel their junior Soldiers in writing on the last working day of the month. Platoon Sergeants will review these counsellings and ensure that they are turned in to the 1SG. NCORCs and OICs will counsel their NCOs and Officers quarterly on the last working day of the quarter. It is Key the counsel to be positive, forward focused, and responsive. First line supervisors are encouraged to provide verbal counseling immediately, but document these instances monthly and quarterly in an overview.
  6. First line supervisors will counsel Soldiers not being recommended for promotion. Personnel eligible for promotion will be counseled 90 days prior to their eligibility period or before appearing in front of the promotion board. Topic of counseling will focus on recommendation and non-recommendations for promotion. A copy of the counseling and DA 3355 will be maintained on file for these Soldiers not recommended for promotion.

### Office Symbol

(Classification)	
(Short title identification)	Headquarters Place Date, time, and zone
INTELLIGENCE ESTIMATE NO. _____	
References: Maps, charts, or other documents.	
<b>1. MISSION</b>	
The restated mission determined by the commander.	
<b>2. THE AREA OF OPERATIONS</b>	
This paragraph discusses influence of the AO in arriving at conclusions. It is based on the facts and conclusions of IPB and the analysis of the AO, if one has been prepared. It may be a reference to an analysis of the AO, if adequate coverage and discussion are contained therein.	
a. Weather.	
(1) Existing situation. Include light data and either a weather forecast or climatic information, as appropriate. Use appendixes for detailed information.	
(2) Effect on enemy courses of action. Describe the effects of weather on each broad course of action (such as attack, defend). Each description concludes with a statement of whether the weather favors the course of action. Among the courses of action, include use of chemical agents, nuclear weapons, and special methods, techniques, equipment, procedures, or forces.	
(3) Effect on own courses of action. Describe in the same manner as for (2) above, except that the estimate excludes the use of biological agents.	
b. Terrain.	
(1) Existing situation. Use graphic representations such as IPB templates where possible. Use annexes for detailed material. Include as much information as necessary for an understanding of observation and fire, concealment and cover, obstacles, key terrain features, and avenues of approach (AA). Include effects of nuclear fires, enemy biological and chemical agents, and any other pertinent considerations on each of these factors as appropriate.	

**Figure C-13.** The intelligence estimate.

Is annex the same as appendix. Can you have an appendix to an annex. What is difference between annex and appendix. Does an annex come before an appendix. Which comes first annex or appendix



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