



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
Headquarters, 14th Combat Engineer Battalion (Corps) (Wheeled)
Fort Lewis, Washington 98433

AFZH-CEF

29 June 2004

MEMORANDUM FOR Rugged Battalion Troopers

SUBJECT: Rugged Policy Letter #1 (Standing Commander's Intent)

1. Our Army and Nation remain at war! Our Nation will call upon the RUGGED Battalion again to fight and win our Nation's battles - Disaster Response to Stability and Support Operations to Combat. Every action we take must be focused on our readiness to fight and win these battles.

2. Commander's Intent.

a. Purpose. Our Battalion exists to deploy and conduct engineer missions as part of an Army, Joint, or Combined Task Force.

b. Key Tasks.

(1) READINESS. Are you ready to deploy tonight? Training, Maintaining, Sustaining, and Family readiness are essential. Focus on the basics. **Shoot** – Be able to engage and kill the enemy and be familiar with all weapon systems. **Move** - Equipment must be FMC IOT allow us to accomplish the mission. We must be physically fit and be able to navigate. **Communicate** – Know how to operate your radios. Accurate, timely reporting, cross talk, and coordination equal situational awareness.

(2) DISCIPLINE. **Live the Warrior Ethos**. Discipline means doing the right thing as an individual or as a unit whether told to or not, when no one is looking, simply because it is the right thing to do. Use your gut. Standards must be known, understood, and enforced.

(3) LEADERSHIP. Aggressive, innovative, initiative-seeking, and decentralized leadership is the standard. All leaders will take personal responsibility for the development of subordinate leaders. Your subordinates could have to take over in the blink of an eye. Most importantly, I demand values-based leadership that never loses sight of what makes a great unit - the TROOPERS and their FAMILIES.

(4) TEAMWORK. We are a team of teams. A Rugged Trooper is simultaneously a member of their squad, platoon, company, the 14th EN BN, the 555th EN GRP, and the United States Army. Take care of each other! Together, we can overcome any obstacle.

(5) PRIDE. Be Proud!! You are a member of the Rugged Battalion!! You are on a team that has made, is making, and will continue to make a lasting contribution to our Army and Nation.

c. END STATE: We will be "Relevant & Ready." Relevant is being Value Added. Ready is being responsive, deployable, agile, versatile, lethal, survivable, sustainable.

3. The DECISIVE POINT of any operations is the FIRST LINE LEADER NCO TO TROOPER CONTACT. This is where we will fail or succeed.

RUGGED!

MICHAEL W. BROBECK
LTC, EN
Commanding