COMPANION GUIDE TO ONLINE TRAINING

Use alongside the online lessons at fortunefavorsthepreparedcom/int-22-landing/

INT-22
ACE/LACE REPORTS
STUDENT COMPANION GUIDE

Squad-Level Readiness Assessment in Small-Unit Tactics

A field reference for building, aggregating, and acting on unit status reports.
Five lessons · Reference tables · Blank worksheets · Quick reference card

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INT-22 — ACE/LACE Reports

Companion Guide to Online Training

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This guide is not a standalone course.

It contains condensed reference tables and blank worksheets only. The instruction — the reasoning behind each slot, the worked examples, and the knowledge checks — lives in the online lessons. Support the development and availability of these courses by subscribing to my Patreon. Working through this guide without the lessons will give you the format without the judgement needed to use it.

ONLINE TRAINING ACCESS

The five INT-22 lessons are delivered online and gated by lesson. Each lesson unlocks the next once its knowledge checks are answered correctly. Begin at fortunefavorstheprepared.com/int-22-landing/ and work through the Course Map at fortunefavorstheprepared.com/int-22-00/.

Progress is stored in the browser on the device you use. Completing lessons on one device will not unlock them on another.

INSTRUCTOR-LED GROUP TRAINING

A family, group, or MAG running this material together should have every member complete the online lessons individually before the group session, then use the Part II worksheets as the group exercise. The capstone in Lesson 05 is designed to be re-run as a group with your own roster and your own standard substituted for the worked example.

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How to Use This Companion Guide

Complete the online lesson first.

Every chapter in Part I opens with “Reference for Lesson N” and assumes that lesson is already done. The tables are memory aids, not instruction — they will not teach you why a threshold sits where it does.

What this guide contains

Part I condenses each online lesson into the tables you will actually reach for in the field: what each slot measures, where the color bands sit, what each level of the reporting chain does, and what escalates rather than being monitored.

Part II is blank and fillable. These are the worksheets you use to set your own group's standard and to run real reports — they are deliberately empty, because a threshold copied from someone else's group is not a threshold you can defend.

Part III holds the glossary, a single-page quick reference card sized to be cut out and carried, and the doctrinal sources behind the material.

Required workflow

1. Complete the online lesson, including its knowledge checks.
2. Read the matching Part I chapter and confirm you can reconstruct each table from memory.
3. Fill the matching Part II worksheet using your own family, group, or MAG — not the worked examples.
4. Re-run the worksheet under time pressure until the format is automatic.

Order matters.

Lessons 02 and 03 build directly on definitions set in Lesson 01, and the Lesson 05 capstone assumes all four. Working the worksheets out of order will produce a report you cannot defend when someone asks how you arrived at a color.

Guide Map — What to Reference When

When you need…	Turn to…
To remind yourself what each of the four slots actually measures	Part I, Chapter 2 — Slot definitions and characteristic errors
To settle where your group's color bands sit	Part I, Chapter 2 and Part II, Worksheet 1
To work out who converts counts into colors, and who aggregates	Part I, Chapter 3 — The reporting chain
To decide whether something escalates or is simply monitored	Part I, Chapter 3 — Escalation matrix
To adapt the format to a two-level family, group, or MAG structure	Part I, Chapter 4
To run it on a hike, a camping trip, or a work crew	Part I, Chapter 2 (slot mapping) and Chapter 4 (contexts without a threat)
To understand what a Red report means when nothing is inbound	Part I, Chapter 4 — Report meaning without a supply chain
To run a live report right now	Part II, Worksheets 2 and 3
To rehearse the capstone with your own roster	Part II, Worksheet 5
A definition you have half-forgotten	Part III — Glossary
Something to carry in a pocket	Part III — Quick Reference Card

PART I — QUICK REFERENCE

Chapter 1 — Reference for Lesson 01

The Question Behind the Report: "Can We Fight On?"

The four slots

Slot	What it holds
L — Liquid	Water on hand, right now, in containers you are carrying.
A — Ammunition	What you can still shoot, separated by system.
C — Casualties	Who can no longer do their job, and how badly.
E — Equipment	What mission-essential gear is lost, broken, or unusable.

ACE omits Liquid and assumes a supply chain is pushing water forward. LACE adds it. For family, group, and MAG use, LACE is the default.

Own-status reporting vs. threat reporting

	Threat reporting	ACE / LACE
Question answered	What is out there?	What have we got left?
Subject	The other side	Your own side
Source of the data	Observation — what you saw	Inventory — what you counted
What it drives	The intelligence picture	Resource, evacuation, continue/abort
If it is wrong	You misjudge what you are facing	You misjudge what you are facing it with

Threat reporting formats (SALUTE and SPOT) are covered in full in INT-03 at fortunefavorstheprepared.com/int-03-landing/. Never blend a threat observation and an own-status report into one transmission.

When the report gets called

Trigger	Why
Immediately after any contact or incident	Consumption and damage both spike, and a decision is owed within minutes.
At scheduled halts during sustained movement	Water and energy drain steadily with no dramatic moment to prompt a count.
Before committing to a decision point	Better to learn you are short at the last place you still had options.
On a clock during static operations	A standing watch or multi-day event. Set the interval in advance and hold to it.
Before promising anything to an outside element	Know whether you can cover that sector before you say you can.

Chapter 2 — Reference for Lesson 02

Categories and the Color-Code Logic

What each slot measures — and the characteristic error

Slot	What it actually measures	Characteristic error
Liquid	Drinkable water in your possession right now	Counting water that is nearby, cached, or treatable as if it were in hand
Ammunition	Rounds available, separated by system	Reporting one blended figure across different systems
Casualty	People who can no longer perform their role	Sorting by how bad the injury looks instead of by function lost
Equipment	Mission-essential gear lost, broken, or unusable	Listing everything, which buries the item that matters

The four levels

Color	Rough band	Meaning and action
Green	80–100%	Fully capable. No action required; continue as planned.
Amber	60–79%	Reduced but functional. Monitor; plan resupply or redistribution at the next opportunity.
Red	40–59%	Seriously degraded. Act now: cross-level internally or request resupply. The task may need to change.
Black	Below 40%	Cannot perform the task in this slot. Stop or hand the task off.

The percentages are approximate on purpose. The denominator is the task, not the container — the same quantity can be Green for a static watch and Red for a movement expecting contact. Bands are set in your written standard ahead of time, never calculated in the moment.

The same four slots in three contexts

The slots are categories of depletion, not military categories. Only the contents change.

Slot	Day hike or camp	Household or road	Armed group movement
Liquid	Water in bottles and bladders now	Drinkable water in vehicle or house	Water carried on the person
Ammunition	Stove fuel, batteries, daylight	Fuel, phone battery, cash	Rounds, broken out by system
Casualty	Blisters, rolled ankle, heat	Anyone who cannot drive or walk out	Anyone who cannot perform their role
Equipment	Filter, map, shell, boots	Jack, charger, medication, keys	Optics, comms, night vision

Ammunition is the only slot needing translation: it holds the consumable that enables your task and cannot be improvised in the field. On a trail that is fuel, batteries, and daylight. Keep the letters and change the contents — a group running two vocabularies has to translate at the worst possible moment.

Casualties do not take a percentage the same way

The consumable slots scale; people do not. Report casualties by capability lost and by whether the person can move themselves, because in a small group a single capability may be held entirely by one person.

Report by system, not by average

Split a slot whenever a shortfall in one part removes a capability the rest cannot replace — “Amber on 5.56, Green on pistol,” not one blended figure. Split only where the split would change a decision.

Chapter 3 — Reference for Lesson 03

The Aggregation Flow: Individual to Team to Squad

The reporting chain — four levels, four different jobs

Level	Job at this level
Individual	Reports first-hand counts about themselves only. No colors assigned.
Team leader	Converts counts to colors against the written standard. First point at which judgement enters.
Squad leader	Aggregates, cross-levels internally, then re-reports the corrected status.
Above squad	Decides: change the task, commit outside resources, or accept the risk.

Aggregation is not averaging

A team is not the mean of its members. The controlling question is whether the surplus can physically reach the shortfall within the reporting window. If it can, redistribute and report the corrected color, naming the outlier. If it cannot, the team carries the low color — a resource that cannot reach the person who needs it is not available in any sense that matters.

Cross-levelling — the step before the request

Order of operations: report, cross-level, re-report, then escalate only what remains. Skipping the re-report leaves the level above holding a picture that expired ten minutes ago, and may launch a resupply for a problem that no longer exists.

Escalation matrix

Condition	Action at your level	Goes up?
Green	Nothing. Continue.	At the scheduled report only
Amber	Note it; plan the fix for the next opportunity	At the scheduled report, with the trend
Red, internally solvable	Cross-level now	Yes — after the fix, reporting corrected status
Red, not internally solvable	Report and state what is needed	Immediately
Black, any slot	Stop or hand off the task	Immediately
Urgent casualty	Treat and prepare for movement	Immediately, ahead of every other slot

Amber is the level most often mishandled in both directions. The useful transmission is not “we are Amber” but “we are Amber and dropping, we will be Red by dark.” A trend gives the level above something to act on while acting is still cheap.

Chapter 4 — Reference for Lesson 04

Applying ACE/LACE in Family, Group, and MAG Contexts

What carries over to a flat structure

Mechanism	Carries over unchanged?
Each person reports their own four slots	Yes — more important, not less: a small group has less redundancy to absorb an error
Colors against pre-set thresholds	Yes, with the bands revised for your context
Report the aggregate and the outlier	Yes. In a group of five the outlier is twenty percent of your strength
Cross-level before requesting	Yes, and it becomes the primary tool rather than the first of two
Escalate when the decision exceeds your level	Yes, though there are fewer levels for it to reach

What a report means when nothing is inbound

Report	With a supply chain	Without one
Amber	Note it; schedule resupply at the next convenient point	Act now — this is the last level at which you still have options
Red	Request resupply; continue the task meanwhile	Change the task. Stop the activity consuming the resource
Black	Hand the task to another element	There is no other element. The capability is gone until you replace it or do without

Set your bands higher than the military ones.

A unit with a depot behind it can afford to act at Red. A family, group, or MAG cannot — by the time you reach Red there is no one to call. Amber is your action level.

The honest-reporting problem

The format has no verification step. In a small, tight group the social cost of being the person who needs something is real, and it produces systematic under-reporting. Make the report routine and unremarkable — every person, every time, out loud, including whoever leads. A leader who reports their own Amber does more for report honesty than any policy.

Contexts without a threat

Setting	What the report is mostly catching
Day hikes and backpacking	Water and daylight, both depleting predictably. Call it at the turnaround, while the decision is still cheap.
Car camping and road trips	Fuel, phone battery, drinkable water, medication — before the leg with no services, not during it.
Youth and community groups	Casualty does most of the work: who is unwell, struggling, or cannot be left unsupervised.
Work crews and volunteers	Long physical days in heat, where groups run past good judgement because nobody is counting.

The trailhead rule.

Fix one trigger before you leave — turnaround, halfway, or a set clock time. A trigger agreed in advance survives the moment when everyone is tired and nobody wants to raise it. A trigger left to judgement does not.

What this report is not

It is a snapshot, not a ledger. It will not tell you what your group owns, what it has consumed over a month, or what it needs to acquire. Those are inventory and consumption-rate questions and belong to logistics tracking (LOG series). A group that runs LACE well and keeps no inventory will make good short-term decisions all the way into a predictable long-term shortage.

Chapter 5 — Reference for Lesson 05

Capstone: Aggregate and Decide

No solution is printed here.

The capstone's worked answers live in the online lesson behind its reveal panels. Reproducing them in a guide you can read ahead of time would remove the only thing the exercise measures. Use the self-check below after you have completed the lesson.

Capstone self-check

After completing Lesson 05, confirm you can do each of the following without referring back:

Step	You should be able to…
1	Identify which of a set of raw individual reports are unusable, and say specifically why each one fails
2	Convert raw counts into colors against a written standard rather than against your own impression
3	Aggregate individual colors to a group color without averaging, naming the outlier alongside it
4	Identify every shortfall that can be corrected internally before any request leaves the group
5	Re-report the corrected status rather than the status you first measured
6	State the one decision the report actually drives, and the one thing you need from outside

If any step needs the lesson open in front of you, re-run the capstone before moving on. Worksheet 5 in Part II is built for exactly that.

PART II — WORKSHEETS

Every worksheet in this part may be reproduced for personal, family, or group training use.

Worksheet 1 — Your Group's Written Standard

Set these before you need them. A band decided while you can see your current level will be placed just below wherever that level already is — which is why this is filled in during planning, not during an incident.

Item	Your standard	Set by / date
Water carried, per person		
Magazines, per person, by system		
Communications, per pair		
Mission-essential equipment list		
Reporting interval		
Action level (Amber or Red)		

Color bands

Color	Band (%)	What it means for this group	Who decides
Green			
Amber			
Red			
Black			

Worksheet 2 — Individual Report Slip

One slip per person. Counts only — no colors. Reproduce as many as your group has members.

Name / call sign	Liquid (on hand)	Ammunition (by system)	Casualty status	Equipment lost or unusable

Worksheet 3 — Team Aggregation and Cross-Level

Convert counts to colors against Worksheet 1, then work the cross-level column before writing anything in the final row.

Member	Liquid	Ammunition	Casualty	Equipment

Cross-level worked before reporting

Shortfall identified	Can surplus reach it?	Action taken	Status after action

Aggregate to report

Slot	Color after cross-level	Outlier named	Trend (improving / holding / dropping)
Liquid			
Ammunition			
Casualty			
Equipment			

Worksheet 4 — Escalation Decision Card

For each slot, decide before the incident what escalates and what is merely monitored. Fill this in once, then carry it.

Slot	Monitor if…	Escalate immediately if…	Escalate to whom
Liquid			
Ammunition			
Casualty			
Equipment			

Standing triggers — write your own

#	Trigger	Action it forces

Worksheet 5 — Capstone Re-Run With Your Own Roster

Re-run the Lesson 05 capstone substituting your own family, group, or MAG for the worked example. Have someone else invent the incident and hand you the raw slips — the exercise only works if you have not seen the inputs in advance.

Element	Fill in
Incident and time	
Who reported, who did not	
Reports judged unusable, and why	
Time taken to produce the aggregate	
Decision the report drove	
Run it again with no threat: outing, party size, and the trigger you used	

After-action — the three questions

Question	Your answer
Which slot did you get wrong, and in which direction?	
What did the format catch that a "everyone good?" call would have missed?	
What in your written standard needs changing as a result?	

PART III — APPENDIX

Glossary

Term	Definition
ACE	Ammunition, Casualties, Equipment. The three-slot own-status report used where a supply chain is assumed to be pushing water forward.
LACE	Liquid, Ammunition, Casualties, Equipment. ACE with water promoted to a reported slot. The default for family, group, and MAG use.
Aggregation	Combining individual reports into a single element-level picture. Not averaging — the surplus must be able to reach the shortfall before a higher color can be reported.
Cross-levelling	Redistributing what the element already holds so no part of it sits below the standard, before anything is requested from outside.
Consolidation and reorganization	The phase immediately after an engagement: consolidation is re-establishing security and position; reorganization is restoring the ability to fight.
Outlier	The member or sub-element holding the lowest color, named alongside the aggregate so the low value is not lost inside it.
Standard (written)	The pre-agreed baseline quantities and color bands a group measures itself against. Set during planning, never in the moment.
Trend	The direction a color is moving. “Amber and dropping” is actionable; “Amber” alone is not.
Monitoring item	A condition recorded and watched but not yet requiring action or escalation.
Escalation	Passing a condition to a level with the authority or resources to act on it.

Quick Reference Card

Cut along the outer border and carry.

LACE — OWN STATUS

L Liquid — drinkable water in hand, now

A Ammunition — by system, not blended

C Casualties — by capability lost, and can they move themselves

E Equipment — mission-essential only

Color	Band	Action
Green	80–100%	Continue.
Amber	60–79%	Act now if you have no resupply. Report the trend, not just the color.
Red	40–59%	Cross-level, or change the task.
Black	Under 40%	Stop or hand off. Escalate immediately.

SEQUENCE

1. Each person reports counts about themselves. No colors.
2. Convert to colors against the written standard.
3. Cross-level everything you can fix internally.
4. Re-report the corrected status, naming the outlier.
5. Escalate only what remains, and say what you need.

Never blend an own-status report with a threat observation in one transmission. Separate reports, separate purposes.

Doctrinal Sources

Source	Relevance
MCRP 3-11.3, Scouting and Patrolling	Patrol organisation, actions on contact, and the reorganization phase in which the report is called.
FM 2-0, Intelligence	The distinction between own-force status reporting and threat reporting.
FM 34-2-1, Reconnaissance and Surveillance	Reporting discipline and the cost of blended transmissions.
DD Form 1380, TCCC Card	Where clinical casualty detail belongs — with the casualty, not in the status report.
AR 530-1, Operations Security	Handling of own-force status information, which reveals what you lack.

Related FFTP coursework: INT-03 (threat reporting formats), SEC-01 (family, group, and MAG structure), COM-03 and COM-04 (how the report travels), LOG series (inventory and consumption tracking), MED series (casualty documentation).

Open Items

Unresolved at the time of this edition.

These are recorded rather than silently decided, per the project's standing practice.

#	Item	Status
1	Course number placement — whether INT-22 remains where it sits or is renumbered nearer INT-03, its sibling reporting-format course	Open. Slugs are decoupled from numbers, so reordering later is not a structural problem.
2	Whether the course should carry a callout attributing illustrative scenarios to The Meadow Protocol / After The Brush	Open. Author's own IP; a style and attribution decision, not a rights question.
3	Companion guide PDF download link and printed workbook product URL	Not yet live. Deliberately omitted rather than published as placeholder links.