



FM 999-3

**Counter-Zombie
Operations At The
Fireteam Level**

December 2010

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**HEADQUARTERS
DEPARTMENT OF THE ARMY**

Counter-Zombie Operations at the Fireteam Level

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Preface

FM 999-3 is the primary doctrinal reference on conducting fire team sized infantry operations in a Zombie infested environment in the United States. The term “Zombie” refers to a previously living biological organism which continues to move with purpose while showing no other sign of life (negative pulse, blood circulation, cognitive function etc).

This manual is intended for soldiers of the United States Army who are tasked with conducting fire team sized, land-based, non-mechanized combat operations against Zombies. This task is not specific to any MOS.

For operations involving squads and/or platoons, refer to FM 999-4, Counter-Zombie Operations at the Squad and Platoon Level. For operations involving Companies and Battalions, refer to FM 999-5, Counter-Zombie Operations at the Company and Battalion Level.

This manual is divided into five chapters:

Chapter 1, The Zombie. This chapter discusses the most current intelligence on the Zombie’s combat capabilities.

Chapter 2, Zombie Fighting Equipment. This chapter will explain what equipment is required to fight in a Zombie infested environment. Note that some of the equipment is not standard issue, but can be made with readily available materials and with readily available tools.

Chapter 3, The Fireteam in a Zombie infested environment. Basic formations, soldier tasks and fireteam tactics in a four man fire team in counter-Zombie operations.

Chapter 4, Terrain and Weather. This chapter will cover what terrain and weather conditions are favorable and which are not when conducting counter-Zombie operations.

Chapter 5, Civilian Considerations. This chapter addresses proper procedures

involving armed and unarmed civilians. These situations vary from a hostile civilian force engaging in armed conflict against the United States Military to civilians requesting protection.

In a Zombie infested environment, the Zombies are not the only threat to achieving tactical, operational and strategic objectives. Understanding of other field manuals, notably FM 19-15 Civil Disturbances, FM 3-4 NBC Protection and FM 7-8 Infantry Rifle Platoon and Squad is highly recommended to achieve maximum effectiveness in a Zombie infested environment. Where there is conflicting information between FM 999-3 and other field manuals, information on FM 999-3 takes precedence in a Zombie infested environment.

Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

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*See Appendix B for more information.

Introduction

Zombies are among the most dangerous hostiles in a combat environment. Zombies are known to have no fear, need no rest and have almost a sixth sense when it comes to detecting live mammals including humans. In order to prevent this threat from wiping out the human species, US forces must be continuously prepared to fight and win in counter-Zombie operations.

The fundamentals of counter-Zombie operations will read very much like a cross between infantry, military police and NBC defense roles and soldiers, especially leaders, need to know the fundamentals by heart.

Because the United States Army has never faced a Zombie in battle, one of the primary roles of the United States Army soldier in a time of counter-Zombie operations is to provide current and accurate information up the chain of command. All intelligence regarding Zombies (weaknesses, strengths, nature of disease spread etc.) should be sent to the battalion S2 (intelligence). This does not, however, mean the information on this manual is to be disregarded. This manual is based on intelligence collected from various Zombie outbreaks around the world. Most general rules are consistent, but every Zombie outbreak is slightly different. The soldier must be able to find out and deal with unexpected developments.

This manual focuses on the fire team engaged in counter-Zombie operations but the soldier must realize that this is a small part of a much broader operation involving key phases.

Phase I. In this phase, the United States Army engaged in counter-Zombie operations within the United States becomes combat ready and restores or maintains order first within its forward operating bases. US Army units establish Zombie specific facilities such as containment areas for contaminated civilians and personnel and screening areas to detect infected civilians and personnel.

Phase II. In this phase, the United States Army engaged in counter-Zombie operations within the United States commences primary offensive operations against Zombies. Key terrain and population centers are to be occupied or taken from the enemy. These operations will be carried out with forces battalion size and up.

Phase III. In this phase, the United States Army engaged in counter-Zombie operations within the United States will maintain security over key terrain and population centers while sending patrols to hunt and kill remaining Zombie formations.

All counter-Zombie operations are to be executed according to METT-TC.

Chapter 1

The Zombie

The Zombie is a formidable battlefield threat and is unlike most threats that the United States Army as an organization and the United States Army soldier as an individual physically, intellectually and psychologically trains to combat.

The Disease

The exact nature of the disease is unknown. It is not clear whether it is a virus or a germ. There are two different types of the disease that causes Zombification.

Type A Zombie Disease is airborne but is decidedly a weaker version of the disease. It does not cause death or any change in a live human being upon infection. Once the host (an infected person) dies, the disease takes over and the process of reanimation as a Zombie begins. The time period between death and reanimation is unclear and may be dependent upon certain variables such as the environment (humidity, temperature, elevation) and the level of exposure to the disease.

Type F Zombie Disease is fluid-borne and is much more potent. The Type F Zombie Disease causes symptoms such as fever, chills, headache, sweats, fatigue, nausea and vomiting typically within the hour from initial infection followed by death. The exact time between

infection, death and reanimation depends on certain variables such as the individual's weight, immune system, health condition and environmental conditions such as temperature, humidity and elevation.

Zombie Stages, Identification and Action

The Zombie looks like a live human being in many ways but exhibits some key differences. Zombies can be identified with the following methods. Each method is organized in relation to infection stage.

- Stage 1, Infected: In this stage a healthy human being is infected with the disease. Type A Zombie Disease: there is no change and identification between an infected individual and an uninfected individual is impossible with the naked eye. Action: Only qualified medical personnel are authorized to tag a Type A infected soldier as "Type A Infected." Soldier is to resume regular duties. Civilians tagged as "Type A Infected" are to be quarantined. Type F Zombie Disease: Individuals with a Type F infection can be identified with the naked eye. Before the individual exhibits fever, chills, headaches, sweats, fatigue, nausea and vomiting, the

Infected individual's pupils will not respond to light or darkness. Action: The infected individual must be killed immediately and the brain of the infected individual must be destroyed.

- Stage 2, Recently Reanimated Zombie: In this stage, the Zombie can look almost exactly like a live human being but with some differences. Its movement is slow and staggered, and its arms are extended forward. It may exhibit a groaning sound. Both Type A and Type F infections look identical from this stage forward.

Action: Neutralize the Zombie by means of destroying its brain.

- Stage 3, Active Zombie: In this stage, the Zombie is most easily identified. Its skin is gray, shriveled and dry. It has almost no body fat. Its movement is more limited than a Recently Reanimated Zombie. Typically its clothing is either heavily damaged or missing. It may exhibit a groaning noise. Action: Neutralize the Zombie by means of destroying its brain.
- Stage 4, Neutralized Zombie: In this stage, the Zombie's brain has ceased to function and the Zombie exhibits no activity. It may look like a Stage 2 or Stage 3 Zombie or

may be decomposed or damaged beyond recognition. Action: If security of the area is established by a battalion sized force or larger, the Neutralized Zombies are to be burned or cremated. In any other case, no action is to be taken against Neutralized Zombies. Large fires will attract Zombies to the source of the fire.



Fig. 1.1 Only qualified medical personnel can identify Type A infections.

Chapter 2

Zombie Fighting Equipment

This chapter is divided into three sections. The first section deals with protection equipment. The second section deals with weapons effective against Zombies. The third section deals with misconceptions regarding weapons which are commonly believed to be effective against Zombies but are either ineffective or pose a danger to the soldier.

Protective Equipment

The soldier is expected to wear any of the following types of uniforms as deemed appropriate by equipment availability and threat assessment:

Level 1: This level of protection shields the soldier from fluids with little sacrifice in combat capability. What is worn underneath the Gore Tex jacket and pants depends on the commander or leader's discretion in regards to weather.

- Helmet
- Eye protection
- Medical face mask or equivalent
- Rubber Gloves
- Gore Tex Jacket (with hood worn over the soldier's head under the helmet)
- Gore Tex Pants
- Combat Boots (With rubber boot covers if possible)

Level 2: This level of protection is to be assumed if the fluids excreted

by Zombies proves to be highly toxic and infects through skin.

- Assume MOPP 4

Improvised Protection: If the unit does not have the necessary equipment to assume either Level 1 or 2 protection, improvised protection may be required. What is required is as follows: Protection from fluids and protection from ground debris (nails, broken glass etc) and head protection. Eyes and mouths must be protected from fluids.



Fig 2.1 Soldier assumes MOPP 4 in Level 2 protection status.

Weapons Effective Against Zombies

This section covers weapons that are effective against Zombies and how to employ the specific weapon.

When operating as a single fireteam, soldiers are to engage with their firearms only. A fireteam lacks the mass required to fight off a Zombie formation's advance with melee weapons. Any fireteam attempting to do so will be surrounded and destroyed.

Standard Weapons

- M-4/M-16 - The M-4 carbine or the M-16 are effective against Zombies and during counter-Zombie operations, it is the only personal firearm to be employed by soldiers. Its accuracy is essential to performing head shots required to neutralize Zombies. The M-249 SAW is not to be employed due to ammunition considerations. Resupply in Zombie infested areas will be very difficult if not impossible, so ammunition conservation is vital to force sustainment. The soldier must realize that rifle fire will attract Zombies. Soldiers should open fire only if the employment of bayonets are impractical or impossible.
- M6, M7 and M9 Bayonet - Bayonets are an ammunition conserving method of neutralizing Zombies and should be preferred method of dispatching Zombies. The bayonet must be attached to the M-4 or M-16. Grip method is slightly different. Although the back hand is on the neck of the rifle butt as in regular bayonet drills, the forehand must grip the

magazine, and the rifle held sideways so that the magazine is parallel to the horizon. This is to ensure that the forearm does not get too close to the Zombie. Strong, fast thrusts to the head are required to penetrate the hard skull.

Non Standard Weapons

- Spear - Spears are highly recommended in counter-Zombie operations and are essential if the commander or leader intends to employ the phalanx (platoon and bigger only). The head of the spear must be able to penetrate a human skull and must be shaped in a way that would prevent the head from being lodged in the Zombie. Practical in open spaces only.
- Riot Shield - A riot shield or equivalent is required to employ the phalanx.
- Steel Pipe - A long, steel pipe can be used to crush skulls. Practical in open spaces only.
- Aluminum Baseball Bat - Baseball bats can be employed to crush skulls. This also represents the shortest melee weapon practical for use against Zombies.
- Swords - Swords are an effective weapon against Zombies. Note must be taken that decapitated Zombie heads still pose a bite hazard.



Fig 2.2 The M4 is the weapon of choice in counter-Zombie operations.

Weapons Ineffective Against Zombies

This section covers weapons that are ineffective or impractical for use against Zombies.

Standard Weapons

- M-249 SAW - Conservation of ammunition is paramount in counter-Zombie operations and high fire volume will not psychologically suppress advancing Zombies.
- M-9 9mm Pistol - Doctrine demands headshots from distances beyond 50m to justify use of ammunition under regular circumstances.
- M-203 Grenade Launcher - Unless used to launch signal smoke, its additional weight will only fatigue the soldier for little benefit. A single 40mm grenade will neutralize only a handful of Zombies.

Non-Standard Weapons

- Crowbar - The shape of the crowbar causes it to lodge itself in the skull of the Zombie. To remove it would require the soldier to pull the Zombie's head towards himself. This exposes the soldier to a possible bite if the Zombie is not neutralized. Humans have survived gunshot wounds, heavy blows and impalement to

the head. This will apply to Zombies as well.

- Chainsaw - Chainsaws are a waste of precious fuel and its noise attracts Zombies. It is also heavy, which will tax the endurance of the soldier.
- Pitchfork - The head of most pitchforks are not sturdy enough to penetrate skull.
- Flamethrower - Zombies do not fear pain nor death therefore, Zombies will advance into the fire. They will continue to advance until the heat destroys their brain. Zombie carcasses will set fire to the environment, which can endanger friendly forces and civilians.
- Axe - This weapon has a tendency to lodge itself in its target, posing a danger to the soldier employing it.
- Crucifix and Garlic - Zombies are not affected by the presence of the Crucifix or garlic.
- Mallet and Stake - Zombies are not affected by stake penetration into the heart. Closing in to mallet and stake range for a skull penetration is extremely hazardous to the soldier.

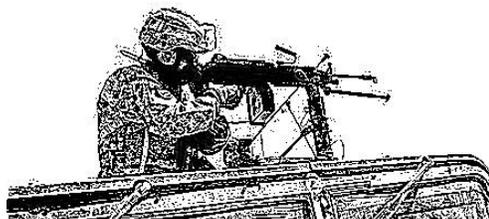


Fig 2.3 The M249 SAW and other automatic weapons are a waste of precious ammunition.

Chapter 3

The Fireteam in Counter-Zombie Operations

Diamond

Due to anticipated chaos and separation in the initial phases of a Zombie outbreak, the understanding and mastery of fireteam tactics and drills is crucial to restoring order and regaining battlefield control.

All of the following information applies when the fireteam is operating independently from other formations. When conducting counter-Zombie operations beyond the fireteam level, consult FM 999-4 (Counter-Zombie Operations at the Squad and Platoon Level) and FM 999-5 (Counter-Zombie Operations at the Battalion Level).

Because Zombies are incapable of using firearms, it is not essential that soldiers on the move be provided cover fire. There is no concept of “pinning down” Zombies in counter-Zombie combat.

This chapter is separated into 4 sections.

Section 1, fireteam formations and individual soldier tasks.

Section 2, the fireteam in offense.

Section 3, the fireteam in defense.

Section 4, joining and rejoining friendly forces.

Section 1: Fireteam Formations and Individual Soldier Tasks

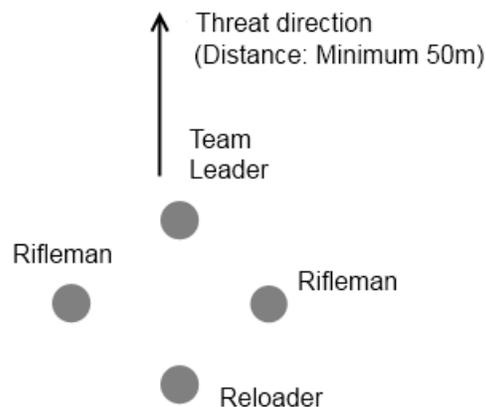


Fig 3.1 The diamond formation

The diamond is used when the fireteam needs to move but faces a Zombie threat in one general direction that needs to be addressed. This is considered the standard formation in Zombie infested environments.

Team Leader: Directs action against Zombies and makes battlefield decisions in the absence of higher leadership.

Reloader: The second senior man in the fireteam is the Reloader. The Reloader serves as the compass and pace man thus ensuring the fireteam moves in the right direction while its firepower is still facing the Zombie threat. The Reloader’s task is to also reload empty magazines to maintain the fireteam’s maximum firepower.

Riflemen: Provides firepower to the fireteam.

Triangle

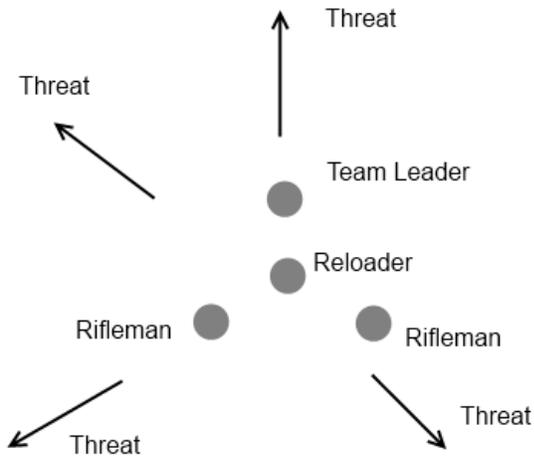


Fig 3.2 The triangle formation

The triangle is employed when fireteam is surrounded in all directions by Zombies.

Soldier tasks are identical to that of the diamond.

Trident

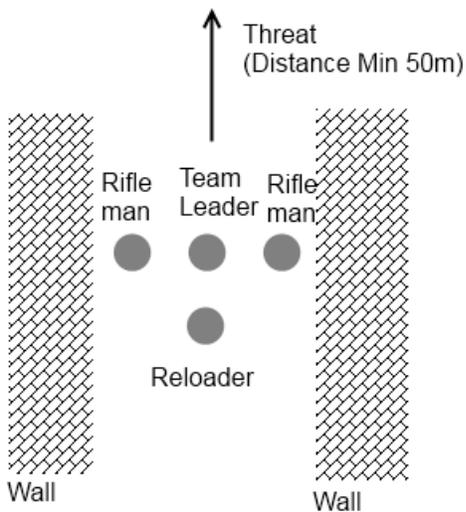


Fig 3.3 The trident formation

The trident formation is employed when the fireteam is protected on two

sides by walls, the distance between the two walls being less than a two lane road and ideally the size of a one lane road.

Soldier tasks are the same with the triangle and diamond with one difference.

Reloader: Reloader also checks the rear for Zombie threats and engages if necessary.

File

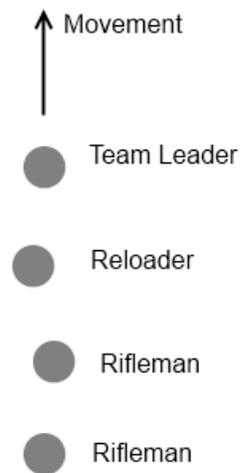


Fig 3.4 The file formation

When speed is necessary above security or when moving in a secure area, the file formation can be employed as in non-Zombie situations.

Section 2: The Fireteam on Offense

Fireteams undertake offensive operations to cause attrition to the Zombie force and/or lure Zombies away from civilians. Fireteams normally conduct offensive operations as a part of a larger force. However, the chaos and confusion that may ensue, especially in the early hours or days of a Zombie outbreak may force fireteams to conduct offensive operations independently.

Offensive operations involve movement to contact, reconnaissance and ambushes.

If a fireteam operating independently is doing so because it is cut off from all other units, it is discouraged from conducting offensive operations as resupply will be difficult and fireteams do not have the appropriate mass to engage effectively with melee weapons. However there are two main situations where offensive operations are encouraged.

- When civilians must be protected.
- When in danger of being encircled by a Zombie formation and a breakout is possible.

For more information regarding standard infantry offensive operations, consult FM 7-8, Infantry Rifle Platoon and Squad.

Movement to Contact. In counter-Zombie operations, the purpose of conducting a movement to contact is to cause attrition to the Zombie force or to draw their attention away from civilians.

- Prevent detection of fireteam until it is in the assault.
- Maintain 360-degree security at all times.
- Maintain at least a 50m distance between Zombie formation and

fireteam. Ideally keep the distance at 100m.

- Do not hesitate to move the fireteam backwards to maintain the 100-50m distance between the Zombie formation and the fireteam.
- Do not advance the fireteam unless the Zombie formation continues to move away from the fireteam.

Reconnaissance. The fireteam may conduct reconnaissance missions to find vital information regarding the Zombies' combat capabilities without disrupting the Zombies' activities.

- Information should be passed up to the battalion S2 if possible.
- If not possible, a soldier with good handwriting is to be assigned the role of scribe and is to record the information so it can be passed up to a higher level when possible.
- Information must include
 - Time and date
 - Location of Zombies
 - Direction and speed of Zombies
 - Number of Zombies
 - Weather and terrain conditions
 - Zombie behavior
 - Notable strengths and weaknesses identified
 - Other information the fireteam leader deems important.

Ambushes. The fireteam may conduct hasty or deliberate ambushes in order to delay or destroy an advancing Zombie formation.

Again, maintain a 50-100m distance between fireteam and Zombies.

Section 3: The Fireteam on Defense

Fireteams undertake defensive operations to hold key or decisive terrain, protect itself when unable to maneuver or protect civilians who are unable to move. This section focuses on defensive operations involving a fireteam acting independently of other US Army units.

An independent fireteam should avoid being forced into defense due to several important factors.

- A fireteam will almost certainly be outnumbered by the Zombie formation and may be overwhelmed by its sheer mass.
- The fireteam may become cut off from other forces for extended periods of time.
- Resupply may become impossible.

Therefore if a fireteam leader believes his fireteam is in danger of being forced into defense, he must attempt to break contact with the Zombie formation and move to an area that allows the resumption of offensive operations. Typically these areas will be large areas where the Zombie infestation has not spread.

However, should this be impossible, the fireteam leader must lead his team to a favorable defensive position.

Ammunition conservation is absolutely paramount in defense.

Firing is highly discouraged unless absolutely necessary.

Typical Favorable Defensive Positions and Actions. There are certain attributes of favorable defensive positions.

Rooftops. Rooftops are an ideal defensive point for soldiers forced into defense in urban terrain. For a fireteam, the rooftop should be no larger than a tennis court and should be at least two stories high. One story buildings can be scaled by Zombies as the converging formation crushes the Zombies at the base of the building. The Zombie pileup will eventually create ramps on all sides of the building resulting in perimeter breach and the fireteam will be overrun.

Steps to follow in securing a rooftop.

1. Conduct entry of building using standard room clearing tactics. Expect light Zombie presence. If there is heavy Zombie presence, abandon the building and search for another.
2. Find a heavy object and block the door. One rifleman covers the door, the other covers the stairwell.
3. Find heavy and large objects in the first floor and place them to block the staircase. Ensure that the fireteam is already on the staircase before the final heavy object is put into place.
4. Clear the second floor. Find something to block the roof access door. Put it on the foot of the roof access staircase. Block the roof access staircase as conducted on the first floor.

5. Clear the rooftop. Go down the roof access staircase and bring up the object that will be used to block the roof access door. Block the roof access door.
6. Fireteam has now secured the rooftop.

Do not fire into Zombies on the street around the building. Recently Reanimated and Active Zombies are harder for other Zombies to climb on than Neutralized Zombies.

Very Steep Mountain or Hill Tops. If the sides of the mountain top are over 45 degrees steep and maintains that angle for a distance of at least 100m, the mountain or hilltop is suitable for defense. The fireteam is to dig a fighting position at the top of the hill to hide its visual and scent signature.

Do not fire into the Zombie formation as Zombies will generally avoid difficult terrain unless they are certain of human presence.

Bridge Support Structures. Bridge support structures are favorable defensive positions because it is impossible for Zombies to access since they lack the capability to climb or balance on narrow beams. Some bridge support structures also have areas suitable for use as shelters. Walk way access to the support structure should also be destroyed. If this is not possible, soldiers should stay on the beams and avoid the walk ways.

Other Alternatives. There are some other alternatives that can be

used if no other options are present, but they pose different hazards.

Water Tower. Water towers seem like a good idea but they are very prone to lightning strikes. Use if given no other choice.

Radio Tower. Radio towers also pose serious lightning strike hazards.

Large trees. Large trees are generally unfavorable for defense. However, when the alternative is between being overrun immediately or setting up a defensive position on flat land, it is relatively favorable.

Make a makeshift harness using a belt and an LBV to prevent falls. Where the soldier attaches the belt depends on the nature of the tree.



Fig 3.5 This fireteam is in a very strong rooftop position.

Unsuitable Defense Positions. Some positions are simply unsuitable for defense.

Flat land and gentle hilltops. The mass of a converging formation of Zombies will overrun defensive positions set on flat land and gentle hilltops.

Islands. Islands are not suitable defensive positions. Zombies will walk under water and emerge on the other side of the bank.

Section 4: Joining or Rejoining Friendly Forces

Fireteams operating alone are vulnerable in counter-Zombie Operations and must combine with other fireteams or larger formations whenever possible.

Because human beings can be mistaken for Zombies, it is important that fireteams and soldiers joining, rejoining with friendly forces take appropriate action to avoid confusion.

When Mixed with Zombie Formation. Typically this scenario occurs when the fireteam is surrounded by Zombies while holding a key defensive position such as a roof top or a mountain top. To increase chances of positive identification and rescue, soldiers should take action such as:

- Popping a smoke grenade.
- Firing a signal flare.
- Waving flags or fabric.
- Using signal mirrors.

When Approaching Friendly Forces. When the fireteam approaches friendly forces, soldiers of that fireteam must take any of the following action to ensure positive identification.

- Holding weapons above the head.
- Shouting.
- Waving flags.

Soldiers must use caution when attempting to join with other friendly

forces. The “friendly force” may itself be a US Army unit that has been reanimated as Zombies.



Fig 3.6 Smoke grenades make it very clear to friendly forces of your presence.

Chapter 4

Weather and Terrain

Understanding the enemy's capabilities in various weather and terrain increases the fireteam's effectiveness against Zombies.

Weather

The Zombie can operate in almost every weather condition without significant impediment to combat capability. Weather conditions not present below have no effect on the Zombie.

Cold Weather. The exact temperature in which Zombies cease to function is not known but the temperature is under 0 degrees Celsius.

The Zombie slows down in below freezing temperatures before freezing to temporary combat ineffectiveness. A frozen Zombie is not neutralized. When temperatures rise again, it regains its ability to resume hostile actions.

Rain. The Zombies' hill climbing capabilities are reduced in the rain. Applies only to unimproved surfaces.

Terrain

See Chapter 3: The Fireteam in Counter-Zombie Operations; The Fireteam on Defense.



Fig 4.1 Difficult terrain affects Zombies more than the soldier

Chapter 5

Civilian Considerations

This chapter covers proper procedures for fireteams acting independently from other units that come across civilians in counter-Zombie operations.

The definition of civilian in counter-Zombie operations is as follows: *a non-combatant who shows no symptoms of Zombification.*

A non-combatant who shows signs of Zombification, that is non-responsive pupils, fever, chills, headaches, sweats, fatigue, nausea and vomiting is classified as a Zombie and is to be terminated.

Under no circumstances is a fireteam sized unit expected to control or quarantine civilians.

Civilians can pose a threat.

Civilians under distress may attempt to take weapons and equipment from soldiers by any means, including lethal force. Treat with caution. When dealing with civilians, at least one soldier in the fireteam must have eyes on the civilians at all times.

There are four different classifications of civilians in counter-Zombie operations; hostile civilians, disorderly civilians, stationary civilians and moving civilians.

Hostile Civilians

Hostile civilians engage soldiers with force with intent to cause harm to soldiers. Soldiers are authorized to protect themselves by all means

possible. Lethal force is authorized.

If hostile civilians are engaging or engaged by Zombies, fireteam is to avoid that fight.

Disorderly Civilians

Disorderly civilians engage in activities such as looting and rioting but do not engage soldiers. Fireteams operating alone are discouraged from attempting to restore order.

If disorderly civilians are engaged by Zombies, fireteam leader is to determine if protection of civilians is practical and decide whether or not to engage.

Stationary Civilians

Stationary civilians are not hostile towards soldiers and have no intent on moving elsewhere. They may or may not be armed with firearms.

If stationary civilians are engaged by Zombies, fireteam is to assist the stationary civilians by any means possible.

Moving Civilians

Moving civilians are either on the move or intend to move elsewhere. They may or may not be armed with firearms.

If moving civilians are engaged by Zombies, fireteam is to assist the moving civilians by any means possible.

DRINK
SNAPPY
COW

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Appendix A

Approved Uniforms at the Army Zombie Combat School

The Army Zombie Combat School generally adheres to the United States Army's uniform regulations and grooming standards. There are some exceptions. Shirts and items sold at the PX are authorized for wear on Fort Clement.

Higher quality images and items can be found at the Fort Clement PX website:
<http://zombiecombatcommand.com/px/>



Fig A.1 Army Zombie Combat School PX



Fig A.2 Army Zombie Combat School Instructor T-shirt

Appendix B

Disclaimers and Notices

This publication is not published by, nor endorsed by the United States Army. The Fort Clement address is a false address (other addresses that appear on this publication are real or were real at the time of publication). This publication's aim is to serve as a parody and entertain soldiers and civilians alike. Please do not take any of the contents seriously. We are not responsible for any injury, harm or mishaps that may occur as a result of following directions included within the text of this publication or elsewhere. We will probably try to claim credit for any successes. We will probably fail.

If you have any further questions, please direct them to:

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