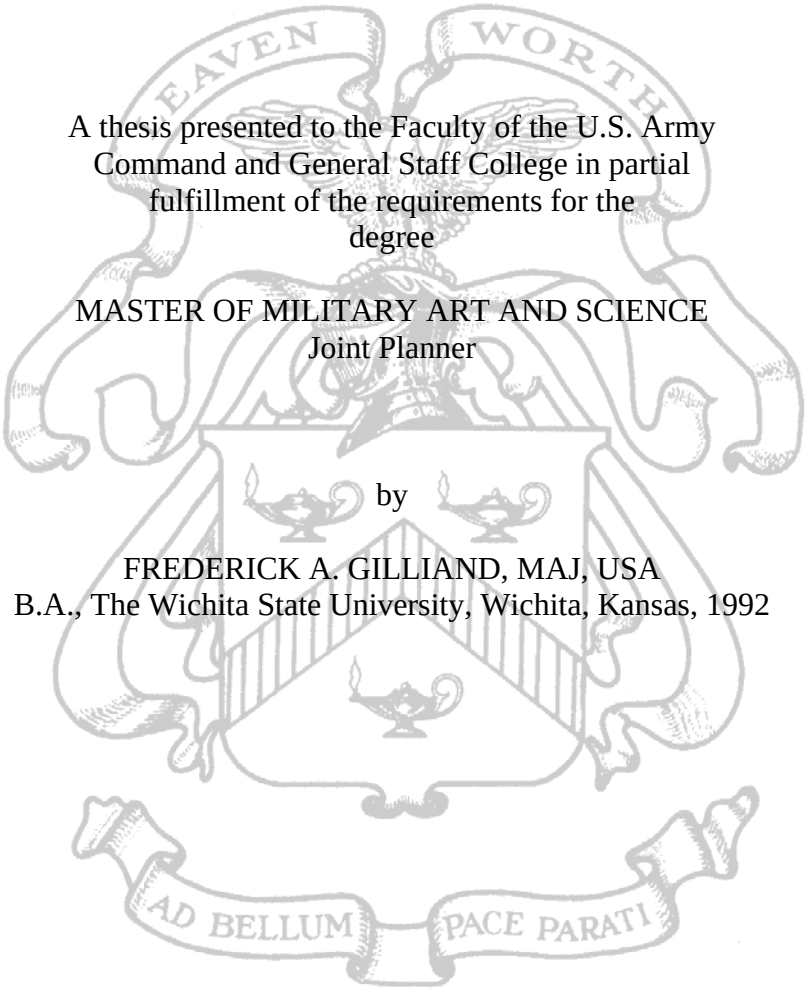
JOINT TRAINING



A thesis presented to the Faculty of the U.S. Army Command and General Staff College in partial fulfillment of the requirements for the degree

MASTER OF MILITARY ART AND SCIENCE
Joint Planner

by

FREDERICK A. GILLIAND, MAJ, USA
B.A., The Wichita State University, Wichita, Kansas, 1992

Fort Leavenworth, Kansas
2009

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

1. REPORT DATE	2. REPORT TYPE	3. DATES COVERED *(From - To)*
12-06-2009	Master's Thesis	AUG 2008 – JUN 2009

4. TITLE AND SUBTITLE	5a. CONTRACT NUMBER
Joint Training	5b. GRANT NUMBER
	5c. PROGRAM ELEMENT NUMBER

6. AUTHOR(S)	5d. PROJECT NUMBER
Gilliand, Frederick A. MAJOR, US Army	5e. TASK NUMBER
	5f. WORK UNIT NUMBER

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)	8. PERFORMING ORG REPORT NUMBER
U.S. Army Command and General Staff College ATTN: ATZL-SWD-GD Fort Leavenworth, KS 66027-2301	

9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)	10. SPONSOR/MONITOR'S ACRONYM(S)
	11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION / AVAILABILITY STATEMENT
Approved for Public Release; Distribution is Unlimited

13. SUPPLEMENTARY NOTES

14. ABSTRACT
The purpose of this thesis is to examine how the Army acquires enablers to conduct joint training at the Brigade level during a Combat Training Center rotation at the National Training Center. This study is a qualitative research project, which analyzes the procedures that must be followed by an Army Brigade Combat Team (BCT) to insure requested joint enablers are allocated for the BCT's training at the National Training Center. This research project examines joint doctrine and Chairman of the Joint Chiefs of Staff (CJCS) manuals to determine the origins of Joint Mission Essential Task List (JMETL) developed at the combatant commander level. It further uses service doctrine and manuals to link joint doctrine and the combatant commander JMETL to the brigade combat team as it submits its mission letter for a mission rehearsal exercise (MRE) at the National Training Center (NTC). This thesis will then examine the duties and responsibilities of Joint Forces Command (JFCOM), Forces Command (FORSCOM), and Training and Doctrine Command (TRADOC) in supporting the BCT joint enabler request for a MRE. Finally, recommended options based on the analysis will be presented in order to improve allocation of Joint enabler participation for the BCT's training at the National Training Center. Additionally, Army and Joint publications could be updated to correct identified deficiencies and address the Joint Training procedures in applicable TRADOC and FORSCOM publications.

15. SUBJECT TERMS
Joint Training, National Training Center ,JNTC, JTS

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			19b. PHONE NUMBER *(include area code)*
(U)	(U)	(U)	(U)	126	

Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std. Z39.18

MASTER OF MILITARY ART AND SCIENCE
THESIS APPROVAL PAGE

Name of Candidate: Frederick A. Gilliand

Thesis Title: Joint Training

_____, Thesis Committee Chair
Stephen D. Coats, Ph.D.

_____, Member
Stephen G. Whitworth, M.A.

_____, Member
Richard A. Totleben, M.A.

Accepted this 12th day of June 2009 by:

_____, Director, Graduate Degree Programs
Robert F. Baumann, Ph.D.

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

JOINT TRAINING, by MAJ Frederick A. Gilliand, 126 pages.

The purpose of this thesis is to examine how the Army acquires enablers to conduct Joint Training at the Brigade level during a Combat Training Center rotation at the National Training Center. This study is a qualitative research project, which analyzes the procedures that must be followed by an Army Brigade Combat Team (BCT) to insure requested joint enablers are allocated for the BCT's training at the National Training Center. This research project examines joint doctrine and Chairman of the Joint Chiefs of Staff (CJCS) manuals to determine the origins of Joint Mission Essential Task List (JMETL) developed at the combatant commander level. It further uses service doctrine and manuals to link joint doctrine and the combatant commander JMETL to the brigade combat team as it submits its mission letter for a mission rehearsal exercise (MRE) at the National Training Center (NTC). This thesis will then examine the duties and responsibilities of Joint Forces Command (JFCOM), Forces Command (FORSCOM), and Training and Doctrine Command (TRADOC) in supporting the BCT joint enabler request for a MRE. Finally, recommended options based on the analysis will be presented in order to improve allocation of Joint enabler participation for the BCT's training at the National Training Center. Additionally, Army and Joint publications could be updated to correct identified deficiencies and address the Joint Training procedures in applicable TRADOC and FORSCOM publications.

ACKNOWLEDGMENTS

The completion of this thesis represents a personal and professional goal that started with my assignment to the National Training Center. I would first like to thank my wife and son for sacrificing our time together in order for me to complete this MMAS thesis. This research project would never have happened without their support and encouragement, *Labai Acui*. Second, I would like to thank my thesis committee, Dr. Stephen Coats, Mr. Stephen Whitworth, and Mr. Richard A. Totleben for their guidance and patience. I could not have completed this research project without their combined efforts.

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ACRONYMS

AAR	After Action Review
AUTL	Army Universal Task List
BLT	Battalion Landing Team
CSA	Combat Support Agencies
CJCS	Chairman of the Joint Chiefs of Staff
CPX	Command Post Exercise
CTC	Combat Training Centers
C-METL	Core Mission Essential Task List
C3F	Commander THIRD Fleet
BCT	Brigade Combat Team
DCS	Deputy Chief of Staff
D-METL	Directed Mission Essential Task List
FORSCOM	Forces Command
FSO	Full Spectrum Operations
JFCOM	Joint Forces Command
J-METL	Joint Mission Essential Task List
JELC	Joint Event Life Cycle
JNTC	Joint National Training Capabilities
JTFEX	Joint Training Field Exercise
MRE	Mission Rehearsal Exercise
MAWTS-1	Marine Aviation Weapons and Tactics Squadron 1
NTC	National Training Center
OC-T	Observer/Controller – Trainer

OPFOR	Opposing Force
RSOI	Reception, Staging, Onward movement and Integration
SEAL	Sea, Air, Land, U.S. Navy Special Forces units
STX	Situational Training Exercise
TRADOC	Training and Doctrine Command
UJTL	Universal Joint Task List
USMC	United States Marine Corps
USN	United State Navy

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CHAPTER 1

INTRODUCTION

Purpose

The purpose of this Master of Military Art and Science research project is to identify the procedures that must be followed by an Army Brigade Combat Team (BCT) to insure requested joint enablers are allocated for the BCT's training at the National Training Center (NTC).

Background

The background for this thesis corresponds with my three and one-half years as a Division G3 Planner and the Division G3 Chief of Plans for the Operations Group at the National Training Center and Fort Irwin, California, and the challenges experienced in requesting joint assets in order for the rotational unit to meet the training objectives. The mission of a Division G3 Planner and the Division G3 Chief of Plans is to set conditions and develop Combined and Joint Full Spectrum Operations training scenarios in a realistic, competitive environment to develop adaptive leaders and trained units in accordance with the Army Campaign Plan.[1] It is also the responsibility of a division planner and Chief of Plans, in conjunction with other agencies, to resource, coordinate and synchronize additional units and assets requested by the rotational unit to meet its training objectives. These responsibilities apply to both mission rehearsal exercises executed at the National Training Center or at the unit's home station as part of the National Training Center's exportable training capability. As a Division G3 Planner and the Division G3 Chief of Plans, I resourced, coordinated, and synchronized the

participation of joint assets from the United States Navy, United States Marine Corps, and United States Air Force from rotation 05-10 through rotation 07-11. A majority of these rotations had joint units and enabler participation outside of those resourced by Joint Forces Command (JFCOM), Forces Command (FORSCOM), and Training and Doctrine Command (TRADOC) to support rotational units.

Joint Forces Command

Headquartered in Norfolk, Virginia, United States Joint Forces Command (USJFCOM) is responsible for providing mission-ready, joint-capable forces to other combatant commanders. JFCOM supports the development and integration of joint, interagency, and multinational capabilities to meet the present and future operational needs of the joint force.[2] The command is comprised of active and reserve personnel from the Army, Navy Marine Corps and Air Force, civil servants and contract employees. Each of the services has a component command with JFCOM. JFCOM oversees the command's four major mission areas: Joint Concept Development and Experimentation, Joint Capabilities Development, Joint Force Provider and, relevant to this thesis, Joint Training.

JFCOM's Joint Warfighting Center (JWFC) coordinates the military's joint training efforts. JWFC supports, coordinates, and helps to develop joint training exercises from the office of the Secretary of Defense, to the Joint Staff, and to the units that support combatant commands, the interagency, and multinational partners. JWFC utilizes the Joint National Training Capability (JNTC) to enhance the training environment with live, virtual and constructive models and simulation in order to increase the realism of the training exercise. The way ahead for the JNTC process is to

seamlessly incorporate service branches, interagency and multinational coalition partners into collective joint and combined training exercises

Forces Command

Headquartered at Fort McPherson, Georgia, U.S. Army Forces Command (FORSCOM) is the largest command in the Army and the Army's force provider to joint combatant commanders worldwide. FORSCOM trains, mobilizes, deploys, sustains, transforms, and reconstitutes conventional forces, providing trained and ready forces to combatant commanders. As an Army component command, FORSCOM is responsible to establish collective training requirements, provide training support and oversight, and evaluate the training of active component, National Guard, and Reserve units.[3] Additionally, FORSCOM is the Army's Component Command to the United States Joint Forces Command.

Training and Doctrine Command

Headquartered at Fort Monroe, Virginia, TRADOC's mission is to develop the Army's Soldier and Civilian leaders. It designs, develops, and integrates capabilities, concepts and doctrine in order to build a campaign-capable expeditionary Army in support of joint warfighting commanders through Army Force Generation (ARFORGEN).[4] Relevant to this thesis are the duties and responsibilities of the Deputy Commanding General-Combined Arms/Commanding General, Combined Arms Center

The mission of the Deputy Commanding General is to direct, focus, and integrate the daily operations of the staff across doctrine, training, combat developments, base operations support, and resources. He advises the Commanding General in functional

areas, including: safety, force protection, installation management, administration, personnel, supply, maintenance, security assistance, operations, planning, training, communications, interoperability, joint exercises, force modernization, force structure, resource allocation, management controls, and equal employment opportunity.[5]

National Training Center

The National Training Center and Fort Irwin, California, is the United States Army's premier combat training center to train Army Brigades as well as units from the United States Air Force, Navy, Marine Corps and Special Operations Forces. The mission of the NTC is to provide tough, realistic, joint and combined arms training in multi-national venues across the full spectrum of conflict set in a contemporary operating environment. NTC assists commanders in developing trained, competent leaders and Soldiers by presenting them with current problem sets to improve the force and prepare for success in the Global War on Terrorism and future joint battlefields.[6] The NTC enables units to train on the most current tactics, techniques and procedures that are being executed in operational theaters at the operational and tactical levels of war. The NTC also enables units to identify and correct training deficiencies and provides feedback to improve the force and prepare for success on future joint operations.

The NTC is capable of supporting joint training requirement and received "Conditional Accreditation" from JFCOM and JWFC in January 2006 as a JNTC capable training center. "Conditional Accreditation" is defined as training program that is capable of providing the training audience with an adequate, realistic joint training environment but will require assistance to improve to consistently meet criteria for all

elements of joint context.[7] The NTC received conditional accreditation on the following eight Operational and Tactical Tasks from the Universal Joint Task List (UJTL):

1. OP 1.2.8 Conduct Joint Urban Operations
2. OP 5.1.2 Manage Means of Communicating Operational Information
3. OP 6.2.2.1 Defeat Improvised Explosive Devices
4. TA 2.0 Develop and Share Intelligence
5. TA 3.2.1 Conduct Joint Fires
6. TA 3.2.2 Conduct Close Air Support
7. TA 5.6 Employ Tactical Information
8. TA 6.2 Conduct Joint Personnel Recovery

To support the joint training requirements of the United States Armed Force the NTC encompasses over 1,000 square miles of training area in the high desert 40 miles northeast of Barstow, California. Within the training area, commonly referred to as the 'The BOX" or "The Ghazi Province," there are over nine complex urban areas, multi-storied buildings, overhead power lines, numerous walled court yards, including some with subterranean tunnels. The training area features six underground and ventilated cave complexes. There are over eight forward operating bases, two tactical dirt airstrips with hard stand buildings to facilitate fixed and rotary wing aviation operations as well as Unmanned Aerial Systems (UAS). Through proper risk management and the use of appropriate range fans, the NTC is considered one large live fire range. Additionally there are 18 dedicated G3 ranges close to cantonment and seven dedicated ranges within the live fire area in the north and north-east portion of the training area (Appendix A).

Table 1. NTC's Ghazi Province Operational Environment for OIF Scenario				
Forward Operating Bases	Urban Areas	Cave Complexes	Air Strips Drop Zones	Live Fire Areas
COB KING / FOB DETROIT	Medina Jabal	Ghar Tassa Al Arozz	Bicycle Lake Army Airfield	Arrowhead
FOB RENO	Medina Wasl	Ghar Bruno	FOB MIAMI	Alpha Pass
FOB VEGAS	Al Jaff	Ghar Wadi Khafi	Nelson Airstrip	Bravo Pass
FOB SEATTLE	Al Sharq	Ghar Ismok La	Cowboy DZ	Echo Valley
FOB DALLAS	Abar Layla	Ghar Al Ra'id	Greer DZ	Drinkwater Lake
FOB DENVER	Mezra Madik Ahmar	Ghar Albia	Fat Boy DZ	OP West (Leach Lake Training Range)
FOB MIAMI	Al-Waleed	Ghar Tass Bihar	Nelson DZ	OP East (Leach Lake Training Range)
FOB SANTE FE	Al-Wadhe		Calvin DZ	
	Al-Karma			
	Kut Adeera			

Source: Created by author

To support and execute the training of Army Brigade Combat Teams (BCT) and other joint enablers, the National Training Center is comprised of the Operations Group, the 11th Armored Cavalry Regiment (ACR), NTC Support Brigade (NTC SPT BDE) and GREEN FLAG-West. It is a synchronized effort among these organizations that support ten rotations a year with the capability to surge up to eleven or twelve rotations. These organizations support numerous smaller exercises in support of JFCOM, FORSCOM and TRADOC above and beyond the planned rotations. These organizations support each other in maintaining their respective mission essential tasks proficiency associated with their dual role missions to support rotational training and deploy in support of a directed mission.

Responsible to the Commanding General of the National Training Center and Fort Irwin, and TRADOC, the Operations Group is a 600 Soldier and Airman Brigade sized organization. Operations Group consists of 15 observer/controller (O/C) teams that are

responsible to train Army Brigade Combat Teams. The O/C teams are equally adept at providing O/C coverage of Navy, Marine, Air Force and Coalition units to a combat ready standard, using realistic force on force and live fire scenarios. These O/C teams, each with its own area of expertise, provide meaningful feedback to soldiers, leaders and staffs at every level, from platoon to brigade. Additionally, Operations Group provides rotational information and current training trends to units, agencies and training institutions to improve the force.

11th Armor Cavalry Regiment (ACR) is a dual mission organization. It is responsible to stay trained and ready for deployment and to replicate the Opposing Force or "human element" of the operational environment of a mission rehearsal exercise or rotation. The 11th ACR supports each mission rehearsal exercise with over 1500 Soldiers and over 300 contracted cultural role players. The 11th ACR is organized under the United States Army Regimental System (USARS) and is not task organized as a modular unit of action under the Army's current force structure. The 11th ACR consists of three squadrons and a headquarters element. 1st Squadron, "IRONHORSE," is organized as a modified Combined Arms Battalion with two Mechanized Infantry Troops, two Armor Troops, an Air Defense Artillery Troop, an Engineer Company, and a Headquarters and Headquarters Troop. 2nd Squadron, "EAGLEHORSE," is an Infantry Squadron comprised of four infantry companies, an Engineer Company, and a Headquarters and Headquarters Company. The Support Squadron, or "PACKHORSE," provides sustainment support to the Soldiers and equipment to the 11th ACR as well as to the contracted cultural role players (figure 1).

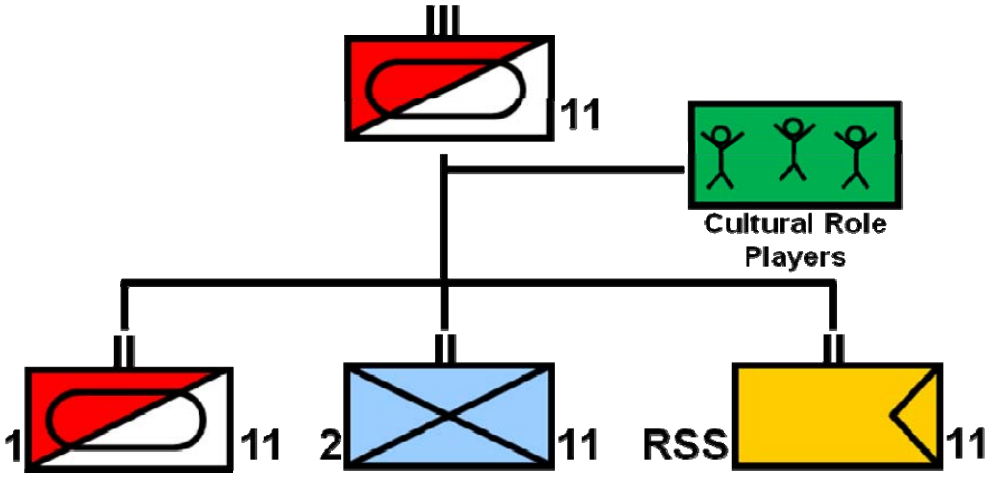

Figure 1. 11th Armored Cavalry Task Organization
Source: Created by author.

Like the 11th ACR the National Training Center's 916th Support Brigade (NTC SPT BDE) is a dual mission organization. The 916th NTC SPT BDE is responsible to provide world class integrated Joint, Interagency, Intergovernmental, Multinational (JIIM) contracted support. It also provides rotary-wing aviation sustainment to rotational units, NTC customers, and other government and civilian agencies. During a mission rehearsal exercise, the 916th NTC SPT BDE replicates the echelons above brigade (EAB) sustainment battalion and a corps support battalion (CSB). The EAB provides a trained and ready force to conduct seamless and continuous Combat Service Support (CSS) to rotational unit Brigade Combat Teams (BCT).[8] The Corps Support Battalion provides Combat Service Support (Maintenance), MEDEVAC and General Support Aviation to those conducting rotational training, the National Training Center and Fort Irwin. The CSB also provides support to NORTHCOM for Counter Drug Surveillance/Interdiction and STS (Space Transport System) Recovery.[9] The 916th NTC SPT BDE provides

integrated sustainment operations at the NTC Forward Operating Bases and insures seamless sustainment operations of the NTC preposition (PREPO) vehicle fleet and civilians on the battlefield-vehicles (COB-V) fleet in support of rotations and mission rehearsal exercises during the RSOI and regeneration phase. The NTC SPT BDE also provides trained and ready Soldiers to support combat operations in the War on Terrorism while simultaneously providing exceptional quality of life to Soldiers, Civilians, and Family Members.[10]

The United States Air Forces' Green Flag-West is organized under the 549th Combat Training Squadron, stationed at Nellis Air Force Base (AFB). The mission of GREEN FLAG-West is to provide air support to ground forces deployed to the National Training Center, Fort Irwin, California. The Air Force uses Green Flag exercises to provide concurrent training to Airmen and prepare them for the types of missions and units they will be supporting during war.[11] Green Flag-West in conjunction the Raven Observer/Controllers, is the Air Force element attached to Operations Group at the NTC and provides operational control and logistic support for tactical air control parties deployed to the NTC as part of the brigade combat team rotation. The Raven O/C team's primary mission is to train and certify Joint Terminal Attack Controllers of the BCT and those from the Air Ground Operations School (AGOS) out of Nellis AFB. The Ravens also provide support and evaluation of USN, USMC Air and Naval Gunfire Liaison Company personnel (ANGLICO) and Special Operations Forces Joint Terminal Attack Controller (SOF JTAC), forward observers (FO), and forward air controller-airborne (FAC-A).

The facilities and capabilities of the National Training Center support numerous joint enablers from all services. Army Special Forces units conduct dedicated battalion size rotations known as "Desert Sage" once a year at the NTC with many smaller Operational Detachment A-Team (ODA) and Operational Detachment B-Teams (ODB) conducting deployment training and integrating with regular Army BCTs. United States Navy Sea, Air, and Land Teams (SEAL) from both the East and West Coast conduct deployment certification exercises and integration training with the Army BCT's at the National Training Center. The Marine Aviation Weapons and Tactics Squadron – One (MAWTS-1) stationed at Yuma, Arizona, incorporates the NTC into its bi-annual capstone exercise. Commander THIRD Fleet, based in San Diego, California has also incorporated the NTC into a Joint Task Force Exercise (JTFEX) for its carrier strike groups prior to deployment. These are only a few examples of the units that have conducted training or incorporated the NTC into its training, certification and deployment exercises. To answer the secondary question is the NTC capable of supporting joint training the answer is yes, it can and has supported joint training

Rotational Overview

A standard mission rehearsal exercise (MRE) or rotation is divided into four distinct, incremental phases, regardless of whether the MRE is conducted at the National Training Center or at a unit's home station. The first phase of a rotation, Reception, Staging, Onward Movement and Integration (RSOI) consists of six-days, RSOI 0 through RSOI 5, officially begin on Sunday. Sunday, RSOI 0, is when the rotational unit's Brigade S3, Operations, and Brigade S2, Intelligence, link-up with the Operation Group's Current Operations staff. At this initial meeting the week's RSOI schedule, events and

training are synchronized between the unit's staff and the Operations Group's Current Operations staff, now replicating 52nd Infantry Division (Mechanized) (52ID (MECH)). Any changes to the scheduled events and training during RSOI are briefed and updated schedules are distributed to insure the synchronization of both staffs. Over the six-days of RSOI the unit integrates into the 52ID (Mech); builds combat power; draws preposition equipment and vehicles from the 916th NTC SPT BDE, conducts individual, crew and leader training and conducts morning battlefield update briefs to the Commander Operations Group. Cultural awareness training takes place to introduce the cultural role players who will replicate the government of the Ghazi Province.

Having conducted home station training and meeting the levels of training proficiency as outlined in FORSCOM Regulation 350-50-1, units enter Phase 2 of the rotation at a WALK, rather than a CRAWL, on training day one (TD 01). Phase 2 of the rotation is the Situational Training Exercise (STX) and may vary from five to seven training days in accordance with the Brigade's Mission Letter and the Division Commander and/or Senior Trainer's Training objectives. The STX is executed in a round robin fashion in which platoons and companies rotate through the various STX lanes focused at the platoon and company training objectives. Major STX lanes consist of Combat Patrol-Mounted, Combat Patrol-Dismounted, Cordon and Search, and Platoon Level Live Fire (Appendix B). All STX lanes incorporate "every soldier a sensor" skills, cultural awareness and interaction with the cultural role players and the use of interpreters. The execution of STX enables platoons and companies to employ various organic as well as joint enablers including but not limited to: Escalation of Force Kits (EOF Kits), Army, Navy or Marine Explosive Ordnance Disposal (EOD) Teams, various

robots, rotary and fixed wing aircraft, indirect fire and CAS as well as employing Electronic Warfare (EW) and Signal Intelligence (SIGINT) assets. Since Rotation 08-02, October 2007, the Operations Group and the National Training Center have incorporated a three day Command Post Exercise (CPX) during STX. The CPX is focused at the Battalion and Brigade staffs and their ability to report, battle track, analyze, and disseminate events or injects across the Brigade as they occur throughout the Brigade's area of operation. The transition from STX to full spectrum operations is marked by the execution of a relief in place and transfer of authority from 52ID (MECH), replicated by Operation Groups observer/controller teams, to the rotational units.

Phase 3 of the rotation is focused on Full Spectrum Operations (FSO) and may begin on training day six or seven, depending again on the training objectives for the rotation. Rotational units combine offensive, defensive, and stability operations simultaneously as part of an interdependent joint force to seize, retain and exploit the initiative or accept prudent risk to create opportunities to achieve decisive results.[12] Rotational units execute three of the four elements (Offensive Operations, Defensive Operations, and Stability Operations) of Full Spectrum Operations in the Ghazi Province against an adaptive Opposing Force (OPFOR) composed of approximately 1500 Soldiers of the 11th ACR, 300 contracted cultural role players and over 30 interagency role players.(see figure 2) Each town within the Ghazi Province has its own scenario that is synchronized with the other town and the overall Ghazi Province scenario. Over the five to seven training days of full spectrum operations the rotational unit will execute multiple combined and joint missions at the platoon, company, battalion, and brigade level. The rotation culminates on training day 14 with a brigade level mission. Upon the conclusion

of the final brigade mission the rotational unit is given its end of exercise (ENDEX) instructions, officially ending the fourteen day training exercise.

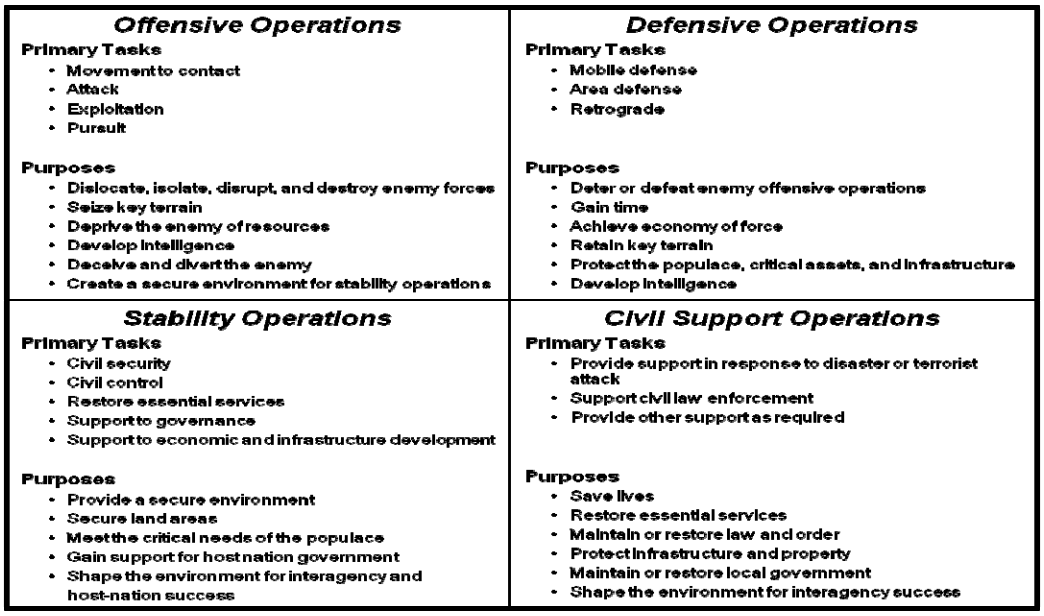

Figure 2. The Elements of Full Spectrum Operations
Source: U.S. Army, FM 3-0, *Operations* (Washington, DC: Department of the Army, February 2008) 3-7.

Phase 4 Regeneration begins upon the rotational unit's receipt of ENDEX instructions. Units are informed that final platoon AARs are conducted on site prior to redeployment and are given the times and locations of company, battalion and brigade level AARs which are conducted over the first three days of regeneration. During the regeneration phase, rotational units are assigned to the 916th NTC SPT BDE as it rebuilds combat power in preparation for redeployment. Units receive download instructions for certain classes of supplies as well as times and locations that contractors are available to assist in the turn-in of equipment and vehicles drawn during RSOI.

During regeneration the rotational unit conducts an upload of vehicles and equipment for rail and line haul back to home station or seaport for deployment to the theater of operation.

Primary Research Question

What procedures should a Brigade Combat Team follow to insure Joint participation at its Mission Rehearsal Exercise in order to meet the Chairman Joint Chiefs of Staff guidance for conducting Joint Training at the National Training Center?

Secondary Research Questions

1. What are the responsibilities of the BCT, Division, Corps, TRADOC, FORSCOM and JFCOM to insure Joint participation at a NTC MRE?

2. Where does Joint Training originate?

3. Who is the proponent for Joint Training?

4. Who is responsible for enforcing Joint Training?

5. What is the chain of custody for a BCT Mission Letter, FC 1060-R Troop List and Troop List Exception?

6. Who has the tasking authority to insure Joint participation at a NTC MRE?

7. How can the existing procedures be improved?

8. Is the National Training Center capable of supporting and conducting joint training?

Assumptions

The following assumptions are important to this research thesis:

1. The procedures to request joint enablers can be identified and explained.

2. BCT through corps headquarters consider TRADOC and FORSCOM as the organizations responsible for tasking Army units necessary to meet training objectives and goals of the MRE.

3. BCT through corps headquarters consider TRADOC and FORSCOM as the organizations responsible for obtaining joint enablers to participate in a BCT MRE.

4. The BCT through corps headquarters do not know what agencies within TRADOC and FORSCOM are responsible for requesting Joint assets and units to support Joint Training.

5. The timeline the agencies within TRADOC and FORSCOM use to request Joint assets and units is not synchronized with the NTC rotational calendar ("patch chart").

Definitions

Accreditation: A determination that a combatant command, Service, or component training program or organization has the capability to conduct training on joint tasks by providing the training audience a realistic joint environment, including the appropriate elements of joint context for the joint tasks, or portions of joint tasks being trained.[13]

Army Campaign Plan: The Army Campaign Plan provides direction for detailed planning, preparation and execution of the full range of tasks necessary to provide relevant and ready landpower to the Nation while maintaining the quality of the all-volunteer force.[14]

Conditionally: The conditional level of accreditation to conduct training on specific joint tasks may be granted to a training program that is considered capable of

providing the training audience with an adequate, realistic joint training environment, but will require assistance to improve to consistently meet the criteria for all elements of joint context. Granted for a 3-year period, during which time the training program and USJFCOM will work collaboratively to improve available joint context capabilities. This will be accomplished through the continuous execution of a deliberate plan of action and milestones.

C-METL: Core-Mission Essential Task List are those METL tasks based upon doctrine and the organization's mission according to its authorization document.[15]

D-Day: is defined as the number of days prior to the beginning of a rotation. In this case D-270 represents two hundred and seventy days prior to the beginning of the rotation. The beginning of the rotation as defined in AR 350-50-1 is day one of the reception, staging, onward movement and integration (RSOI) phase.[16]

D-METL: Directed-Mission Essential Task List are those METL tasks trained after the receipt of mission deployment orders.[17]

Joint Context: Joint environment necessary to accurately and realistically train individuals, units, and organizations on a specific joint task or a portion thereof. It is achieved when all required joint systems, personnel, and equipment to execute the task in real-world operations are present or accurately replicated, realistically exercised, and evaluated.

Joint National Training Capability (JNTC): Uses a mix of live, virtual and constructive models and simulations in an integrated network of over 40 persistent training sites to provide the most realistic collective joint mission experience possible.

JNTC creates an environment where every level of training is orchestrated in a joint context to provide the highest level of training for seamless future military operations.[18]

Joint Task Force Exercise (JTFEX): is a Fleet Commander directed exercise designed to build upon previous demonstrated Battle Group (BG) competencies across all warfare areas. JTFEX consists of a nominal 21 days underway, usually conducted six to eight weeks prior to deployment.[19]

Procedure: A procedure is a specified series of actions, acts or operations which have to be executed in the same manner in order to always obtain the same result under the same circumstances (for example, emergency procedures). Less precisely speaking, this word can indicate a *sequence* of activities, tasks, steps, decisions, calculations and processes, that when undertaken in the sequence laid down produces the described result, product or outcome.[20]

Limitations

This paper examines the procedures at the BCT through Corps level as well as those procedures executed by TRADOC, FORSCOM and JFCOM to request and insure Joint enablers participate in MREs at the NTC. It is the goal of this paper to identify the steps and timeline the BCT's Mission Letter, TLE and 1060-R must take to insure it reaches the appropriate Army and Joint agency for staff action to insure Joint participation. The duties and responsibilities of JFCOM, FORSCOM, and TRADOC will all be discussed as they pertain to staffing the request for Joint assets to support rotations at the NTC.

Delimitations

Thesis delimitations are those constraints that the author has imposed on the scope or content of this study so that research remains feasible. The delimitations the author imposes is to focus research on joint training guidance and how it influences training at the NTC and the procedures required to request joint enablers to meet operational training objectives as well as unit training objectives. Though the National Training Center is conducting more and more classified training based upon emerging trends and best practices from the OIF and OEF theaters of operation, classified material is not used in this research. Finally, the researcher will only reference material, products, and experiences from the NTC between rotations 05-10 through 07-11.

Conclusion

The significance of the this topic is to identify the deficiencies in the procedures that the Army BCTs through Corps, FORSCOM, TRADOC and JFCOM have in requesting and insuring Joint participation at the NTC. The significance of identifying the deficient procedures is to be able to present 2-3 options to improve allocation of Joint asset participation for the BCT's training at the NTC. Additionally, Army and Joint publications could potentially be updated to correct identified deficiencies and address the Joint Training procedures in applicable TRADOC and FORSCOM publications.

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CHAPTER 2

LITERATURE REVIEW

Introduction

The literature review provides a summary of the documentation used to collect, analyze and compare joint training guidance and determine how joint enablers are requested to support a BCT mission rehearsal exercise at the NTC. Current publications and guidance exist to support this topic beginning with Chairman of the Joint Chiefs of Staff Manual, Instructions, Notifications and Directives that discuss Joint Training guidance. Joint references consist of Joint Publications (JP), Joint Pamphlets, Joint Directives, and Joint Memorandums that cover Joint Training. Army Field Manuals, Department of the Army Pamphlets, and guidance from FORSCOM, TRADOC and other agencies at the operational level reference Joint Training guidance.

Chairman Joint Chief of Staff Publications

Chairman Joint Chief of Staff Guide (CJCS) 3501, *The Joint Training System, A Primer for Senior Leaders* summarizes the training guidance of Admiral M.G. Mullen, the current Chairman, Joint Chiefs of Staff. It also identifies the processes required to execute training in accordance with the Joint Training System (JTS). CJCS 3501 is designed to aid combatant commanders, subordinate joint force commanders, combat support agency directors, and functional and Service component commanders within the regional combatant commands, in understanding the importance of the JTS. The JTS is the foundation for the commander's training guidance to the staff and subordinate units, and is to be used throughout the Department of Defense in meeting the goals and

objectives of Training Transformation (TS). The JTS and its four-phases are further discussed in the review of the Chairman of the Joint Chiefs of Staff Instruction (CSCSI) 3500.01E.

The Chairman of the Joint Chiefs of Staff's vision and goals include improving joint readiness, aligning joint training with strategy, and improve interoperability. Readiness from a training perspective begins by determining the joint tasks to be performed by the individual, staff, and the units of the joint force. Joint training is driven by the joint force commander.[1] The JTS is designed to improve the readiness of joint forces by enabling the commander to determine what joint individual, staff, and units comprising the joint force must accomplish.

In order to align joint training with national strategy, a combatant commander must conduct analysis of multiple national strategic documents, guidance for the deployment and employment of forces from the President of the United States, Secretary of Defense and Chairman, Joint Chiefs of Staff, as well as treaties and agreements with countries within their regional commands. The *National Defense Strategy* (*NDS*) is one of those documents that specifies four objectives: (1) Secure the United States from attack; (2) secure strategic access and retain global freedom of action; (3) establish favorable security conditions; and (4) strengthen alliances and partnerships. The Combatant commanders also examine the *National Military Strategy* which defines three primary military goals: (1) protect the United States against external attack and aggression; (2) prevent conflict and surprise attack; and, (3) prevail against adversaries. Collectively these documents along with the *National Security Strategy* (*NSS*), *Joint*

Strategic Capabilities Plan (*JSCP*), and *Unified Command Plan* (*UCP*) provide the combatant commander with strategic guidance and the missions they must accomplish.[2]

The ability of individuals, staffs, units, and systems from the different Service Components to provide capabilities and systems is critical to accomplishing national strategic objectives and mission success. CJCS 3501 clearly states that improving interoperability is a Service component responsibility. CJCS 3500.03 Universal Joint Task List (UJTL) is a tool to aid the commander in improving joint interoperability, joint training and joint operations. The UJTL provides common language and a beginning reference for the tasks, conditions, and measures for strategic national tasks (SN), operational tasks (OP) and tactical tasks (TA).

The purpose of the CJCSM 3500.01E, *Joint Training Policy and Guidance for the Armed Forces of the United States Instruction* is to define CJCS policy and guidance to the combatant commands, Services, Reserve Component, Combat Support Agencies, Joint Staff and joint organizations for joint training.[3] *Joint Training Policy and Guidance for the Armed Forces of the United States Instruction* outlines the Joint Training System Implementation, Joint Training Policy, Joint Training Guidance, Joint Training Responsibilities as well as the Chairman Joint Chiefs of Staff's high interest training issues (HITI).

The Joint Training System Implementation enforces the four phase training process as outlined in CJCS Guide 3501. Phase I--Requirements, is where capabilities during mission analysis are identified based on the assigned mission and tasks, commander's intent, applicable doctrine and the current operational environment where a unit is set to deploy. These combined factors assist the command in determining the

Joint/Agency Mission Essential Task List (J/AMETL). The J/AMETL is the foundation for determining the joint training requirement in Phase II--Plans. During Phase II--Plans of the Joint Training Systems, a command analyzes its required capabilities and current limitations in order to identify gaps in its training program and resources that are essential in executing the directed mission. A Joint Training Plan is developed and coordinated that encompasses required assets and training objectives in order to overcome the identified gaps. Phase III--Execution of the process is where the Joint Training Plan is refined, finalized, executed and evaluated.[4] Phase III--Execution is complete after the evaluation of the training and determines whether or not the training objectives have been achieved. During Phase IV--Assessment, a comparison of the J/AMETL and training evaluation is analyzed by the commander in order to determine the unit's proficiency at performing its directed mission (figure 3).

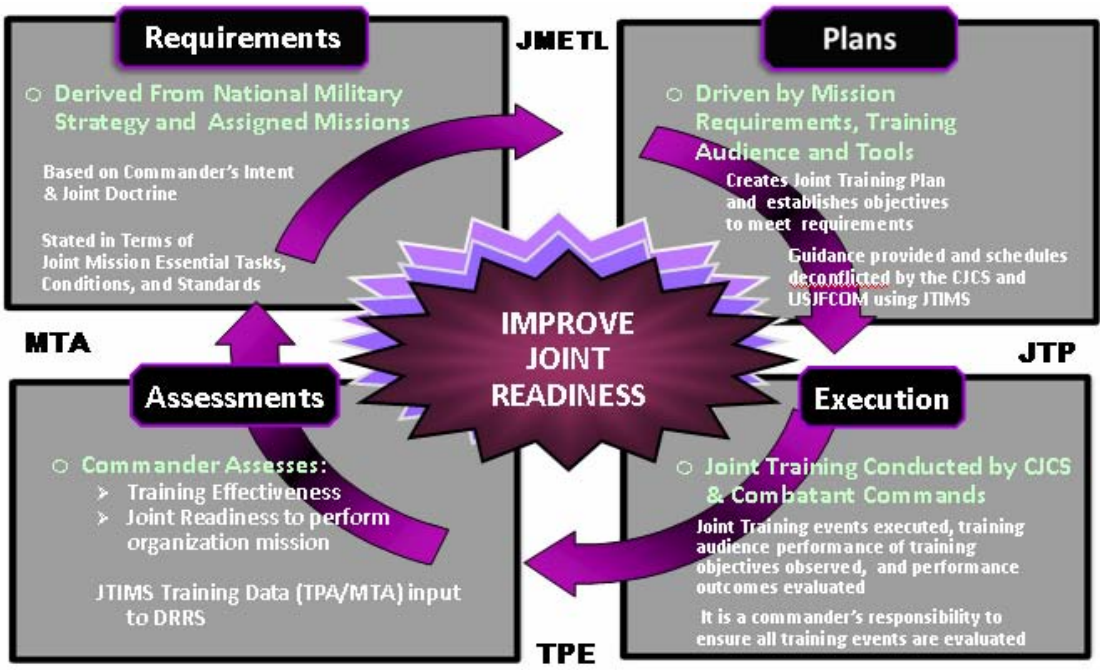

Figure 3. Joint Training System Four-Phase Process

Source: Chairman Joint Chiefs of Staff, CJCSI 3500.01E, *Joint Training Policy and Guidance for Armed Forces of the United States* (Washington, DC: Government Printing Office, 2008), B-2.

The Chairman's Joint Training Policy for the Armed Forces of the United States provides direction and guidance for the joint forces and is based on the six tenets for joint training:[5]

1. Use Joint Doctrine
2. Commanders/Agency Directors are the Primary Trainers
3. Mission Focused
4. Train the way you intend to operate
5. Centralized planning, decentralized execution
6. Link training and readiness to assessment

The Chairman's Joint Training Policy also divides training into two categories: Service Training and Joint Training.

Joint Training Guidance in CJCSI 3500.01E is directed to the Joint Staff, combatant commander, Services, and Combat Support Agencies (CSA). JFCOM is tasked to consolidate training resources required by the combatant commander, Services and CSAs. Once consolidated, JFCOM's Joint Warfighting Center will coordinate with the appropriate Service for the resource requested. JFCOM is also tasked to coordinate with the Services in the development of joint training programs that support the combatant commander's mission and objectives. Combatant Commanders are directed to collaborate with the subordinate commands in the analysis of operation plans, Security Cooperation Plans (SCP) and the directives from the President and Secretary of Defense in the development of their Joint Mission Essential Task List (JMETL) and submit them to the Joint Staff for approval. Joint training guidance to the Services is to insure they maintain and publish a Service specific task list that complements and is linked to the task list of the higher commands. Each Service is also tasked to post Service specific tasks to the Joint Doctrine Education and Training Electronic Information System (JDEIS) so that these tasks may be cross referenced by the other Services. Combat Support Agencies (CSA) are directed to collaborate with the combatant command staff and subordinate commands in the development on their Agency Mission Essential Task List (AMETL) and to insure the AMETL is linked to the operation plan and other directives within its respective command structure.

Joint Training Responsibility begins at the Office of the Secretary of Defense with the Under Secretary of Defense for Personnel and Readiness is responsible for the

development and oversight of Department of Defense training policies and programs.[6] The Under Secretary of Defense for Personnel and Readiness is responsible for insuring that training programs and resources are available to train the ready forces and forces are capable of conducting operations across the spectrum of conflict. Each level of command has its own responsibilities to support the joint training of the Armed Forces.

The Chairman of the Joint Chiefs of Staff is responsible to insure that necessary joint training is conducted in order to accomplish the strategic and contingency planning as outlined in national policies and guidance established by the President and Secretary of Defense. The Joint Staff assists the CJCS in managing the joint training programs and insures joint enablers are integrated into the combatant commanders' joint training events in the development of operation plans, policies, and doctrine.

The combatant commander is directed to conduct joint training of assigned forces and to direct subordinate commands to conduct joint training of their respective forces. Combatant commanders are authorized to coordinate with other combatant commands for required forces to support training, if the force is available. The combatant commander is also responsible to train and maintain the readiness of his/her respective headquarters and staff.

Service component commanders are responsible to their assigned combatant commander and to insure their respective METL support the JMETL of the combatant commander. Service component commands are directed to coordinate with other services to meet joint training requirements. The Services will also integrate a component command in the Joint Forces Command structure to facilitate training requirements and the sourcing of equipment and personnel to support the combatant commander.

The High Interest Training Issues (HITI) are specific focus areas outlined by the CJCS. Those focus areas consist of military support to Security, Stability, Transition and Reconstruction Operations. "Unified Action" is a HITI that focuses on involving allies, coalition, international partnership, interagency, and nongovernmental organizations to support the directives, operations plans and mission of the combatant commander. "Irregular Warfare," "Combating Weapons of Mass Destruction," and developing tactics, techniques and procedures to defeat improvised explosive devices and networks are but a few of the HITIs that commanders at all levels integrate into the training plan.

The purpose of the CJCSM 3500.03B, *Joint Training Manual for the Armed Forces of the United States*, or simply "JTM" is to provide guidance to the combatant commander when developing a J/AMETL based upon higher guidance, national policies, international and regional treaties and agreements and the current operational environment within the regional area. This JTM provides a detailed description on how combatant commanders are to utilize the four phases of the JTS process to determine the joint training requirements in order to accomplish their respective mission in their geographic area of responsibility. The JTM is a comprehensive manual that divides the joint training aspects into well defined enclosures and appendices.

The JTM details the implementation of the Joint Training System, the key inputs, processes and outputs as well as the purpose of the four phases of the JTS. The JTM provides step by step instructions for conducting analysis during each phase. The purpose of Phase I--Requirements is to identify and document the required capabilities necessary to accomplish the mission established by the combatant commander. The final output of Phase I is the J/AMETL that establishes the foundation for joint training and

drives the joint training requirements in Phase II. During Phase II the initial training event is designed, resourced, and scheduled for the training unit(s). Phase III is the execution of the planned training event with After Action Reviews conducted and collected along with the evaluations and assessments of the training to be analyzed in Phase IV. Further detailed analysis of the key inputs, processes and outputs of each phase of the JTS are discussed in chapter 4.

Army Operational Publications

Army Field Manual 1 (FM 1), *The Army*, is one of two capstone doctrinal publications; the other is FM 3-0, *Operations*. FM 1 represents the guidance, vision, and direction the Chief of Staff of the Army provides in regards to leadership, training, doctrine and the Army's role in unified action. It outlines the organization of the Army and the duties and responsibilities of the Operational and Institutional Army and its components. More importantly for this thesis and to facilitate joint interdependence is that FM 1 connects Army doctrine, Operational and Instructional, to joint doctrine.

The recently updated FM 7-0, *Training for Full Spectrum Operations*, dated 2008, is the Army's keystone doctrine for training. Effective training is the cornerstone to success in full spectrum operations. FM 7-0 is the guide for Army training and training management. Due to the ever changing operational environment, FM 7-0 addresses the fundamentals of training modular expeditionary and campaign capable Army forces to conduct full spectrum operations in a time of persistent conflict. FM 7-0 introduces new Army tenets to train the modular forces to meet the meet the challenges of full spectrum operations.

The primary mission of the Army is to fight and win the Nation's wars. The Army must be trained and prepared to meet any condition along the spectrum of conflict. Whether it is a traditional threat from a state with a defined military structure, an irregular threat by a force employing unconventional, asymmetric means, a catastrophic threat involving the use of weapons of mass effect or a disruptive threat from an enemy employing new technology, the Army must be able to meet and defeat these emerging threats as an instrument of national power. Training is what allows Soldiers, leaders, and units to develop the tactical and technical skills necessary to meet these threats and win in land combat. Army training must be focused on the "aim point" within the spectrum of conflict (figure 4). That is, the Army must focus training between general war and insurgency, enabling the Army to maintain its experience in irregular warfare and limited intervention, while sustaining its capability to execute major combat operations.[7]

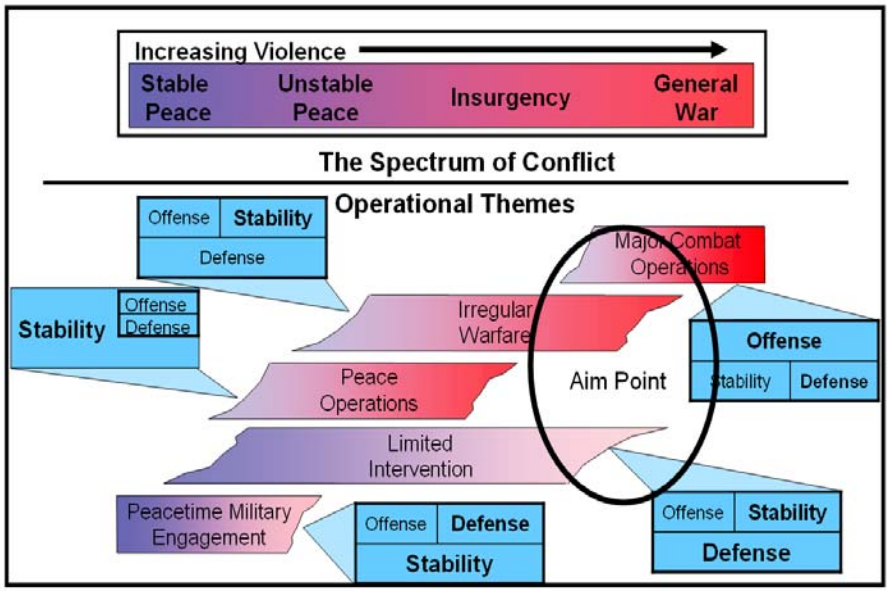

Figure 4. Aim Point for Army Training and Leader Development
Source: U.S. Army, FM 7-0, *Training for Full Spectrum Operations* (Washington, DC: Government Printing Office, 2008), 1-7.

The Army is responsible for providing the combatant commanders with trained and ready forces to conduct full spectrum operations. In order to accomplish this, the Army conducts core and directed mission essential tasks in a tough, realistic training environment. In order to execute this training commanders apply the seven principles of training to plan, prepare, execute, and assess effective training.

Table 2. The Army's Seven Principles of Training

- Commanders and other leaders are responsible for training.
- Noncommissioned officers train individuals, crews, and small teams.
- Train as you fight.
- Train to standard.
- Train to sustain.
- Conduct multiechelon and concurrent training.
- Train to develop agile leaders and organizations.

Source: U.S. Army, FM 7-0, *Training for Full Spectrum Operations* (Washington, DC: Government Printing office, 2008), 2-1.

One of the more relevant tenets that support this thesis is that FM 7-0 identifies the Commander as the one who is ultimately responsible for the training, proficiency, and readiness of their Soldiers and organizations to ensure it is mission-ready. Commanders are the primary trainer and training manager. They develop the unit's mission essential task list (METL); publish clear training guidance without suppressing initiative or innovation. Commanders ensure that subordinates have the necessary resources to conduct effective training, and incorporate safety and composite risk management (CRM)

into all aspects of training. FM 7-0 holds commanders responsible to train their direct subordinate units as well as guide and evaluate two echelons down.

The new FM 7-0 clarifies and defines the mission-essential task list (METL) and further divides this list into a Core mission-essential task list (CMETL) , Directed mission-essential task list (DMETL), and Joint mission-essential task list (JMETL). Mission-essential tasks are defined as those collective tasks a unit must be able to perform successfully to accomplish its doctrinal (core) or directed mission. CMETL are standardized and based upon the organization's missions according to its authorization documents and are approved by Headquarters, Department of the Army. DMETL are developed by the commander upon notification and receipt of a directed mission and are approved by the higher headquarters it supports. JMETL are those joint tasks selected by the joint force commander to accomplish an assigned or anticipated mission.

FM 7-1, *Battle Focused Training in the Army*, is the Army's doctrinal foundation for how to train that is applicable to all units and organizations of the Army.[8] Chapter 1 of FM 7-1 defines and delineates the duties and responsibilities between the Operational Army and the Institutional Army by defining why the Army conducts joint training

The Operational Army are those Component Commands, and numbered Corps, Divisions, and Brigades subordinate to Headquarters Department of the Army (HQDA), whose mission is to conduct Core and Directed training in order to deploy and conduct full spectrum operations anywhere in the world. It is the responsibility of HQDA to provide trained and equipped forces to the combatant commander. FM 7-1 specifically defines only HQDA and Component Commands with the responsibility for joint training. HQDA advises the Chief of Staff of the Army (CSA) on joint interoperability training

programs and Component Commands supporting the Joint Chiefs of Staff (JCS) exercise programs. Corps and division's key training roles are focused on the preparation and execution of METL training for staffs and subordinate units.

It should be noted that FM 7-1 is dated September 2003. Some information has been updated or superseded in other related Army Field Manuals. Therefore when analyzing how mission essential task list are developed the author will use FM 7-0 *Training for Full Spectrum Operations*. FM 7-0 also defines the development of both core and directed mission essential task lists.

Army Regulation (AR) 350-50, *Combat Training Center (CTC) Program,* dated 24 February 2003, establishes policy, procedures, and responsibilities and describes the objectives and concepts of operations of the Combat Training Centers. The mission of the CTC program as outlined in chapter 1 is to provide realistic joint and combined arms training, according to Army and joint doctrine, approximating actual combat.[9] There are four primary Army Combat Training Centers within the CTC program:

1. Battle Command Training Program (BCTP), Fort Leavenworth, Kansas
2. Joint Maneuver Readiness Center (JMRC) Hohenfelds, Germany
3. Joint Readiness Training Center (JRTC), Fort Polk, Louisiana
4. National Training Center (NTC), Fort Irwin, California

Each CTC has its own specific mission, however, each is tasked to provide realistic joint and combined arms training focused on developing Soldiers and leaders to execute successful full spectrum operation in any operational environment. The goal of the CTC program is to provide an experience where commanders, staffs and Soldiers can develop leadership skills in a stressful, full spectrum operations environment against a free-

thinking and adaptive Opposing Force (OPFOR). The CTC program provides feedback in the form of formal and informal After Action Reviews to commanders, staffs, Soldiers, and joint enablers.

Chapter 2 of AR 350-50 outlines the duties and responsibilities of those organizations that support the CTC program. The agencies relevant to thesis are the Department of the Army, FORSCOM, TRADOC and the Commander of the CTC. The Department of the Army, Deputy Chief of Staff (DCS), G3, is the director for the CTC Program. The DCS is charged to develop, approve and manage the CTC Program and the CTC Master Plan (CTC MP). The CTC MP provides the long range planning guidance, mission, initiatives and the "Way Ahead" for the CTC Program. The DCS G2 is responsible for maintaining the OPFOR and to insure it replicates a relevant, adaptive and free thinking OPFOR. The DCS G1 and G4 are responsible for personnel. G1 insures that the CTCs are manned with an experienced cadre of observer-controller trainers while the G4 controls contractors support. The DCS G6 oversees the Army Spectrum Certification of the CTC to insure the frequency management spectrum can support the various types of communication equipment employed by BCT and joint forces.

TRADOC is responsible for the administration, validation, and integration of the CTC Program, CTC resources and with the CTC Master Plan.[10] TRADOC is also responsible for the scenario development and missions conducted during the rotation and to insure they are based on doctrine and tactically sound. It is important to note this responsibility fall underneath the Commanding General TRADOC and not under the CTC Operations Groups. Operations Group receives the rotational mission letter packet

in order to tailor the scenario based upon the BCT METL, training objectives, task organization and the likely deployment of the BCT. TRADOC, in accordance with FORSCOM Regulation 350-50-1 does not receive either a proposed or endorsed mission letter.

Within AR 350-50, FORSCOM is tasked to command, operate, and maintain the two stateside CTCs at the NTC and JRTC. FORSCOM is also tasked to provide the required "force structure" and "all required material" to support the mission of the NTC and JRTC. This responsibility is nested with FORSCOM Regulation 350-50-1, *Training at the National Training Center*; however it does not specifically address joint enablers or coordinating with the Joint Warfighting Center (JWFC) within JFCOM for joint enablers requested by the unit in the mission letter packet.

CTC commanders are responsible to provide realistic, challenging combat training environment for combined arms and joint training which replicates actual combat. The CTC commander is responsible to insure the rotations are based on doctrine and that they support full spectrum operations. The most important responsibility outlined in AR 350-50 is the CTC commander's responsibility to coordinate and execute support agreements with other services to insure joint support of Army training requirements.[11] These "agreements" are then submitted through the CTC component commands to the Army DCS G3 for approval. This is the only sentence in all of the literature review that specifically assigns this responsibility to a command. However, when cross-referencing the duties and responsibilities of the Army DCS G3, TRADOC and FORSCOM in AR 350-50 and other field manuals and regulations, there is no

specific reference addressing that these organizations support the CTC commander's requests for joint enablers.

The key planning document for BCT commanders preparing to deploy to the NTC for its final brigade level training event prior to deploying on its directed mission is FORSCOM Regulation 350-50-1, *Training at the National Training Center*, 01 July 2002. This regulation outlines the Combat Training Center's program at the National Training Center and Fort Irwin, California. The mission of the NTC is to provide realistic joint and combined arms training focused at the battalion and brigade level, to assist the commanders in developing trained, competent leaders and Soldiers while preparing units for success on the modern battlefield.[12] The purpose of the regulation is to outline the duties and responsibilities of the training unit and those organizations within FORSCOM and TRADOC that support training at the NTC.

Chapter 1 outlines the unit's responsibilities to insure its Soldiers, crews, squads, platoon, and companies meet specified standards in accordance with the Army's Standards in Training Commission (STRAC) and other applicable regulations and field manuals prior to deploying to the NTC for training. Failure to complete STRAC training requirements at home station prior to deploying to the NTC hinders the unit's ability to conduct certain live fire training and other events which greatly reduces the unit's ability to use the facilities and capabilities at the NTC. The regulation gives a brief description of the capabilities of the NTC and its ability to train all elements of the BCT during a training exercise. However, it also states that "achieving training objectives" is the responsibility of the unit's chain of command.[13]

Chapter 2 outlines the responsibilities of FORSCOM, TRADOC, Commander NTC, the BCT and its division and corps headquarters. FORSCOM Regulation 350-50-1 lists over five pages of responsibilities. The most pertinent responsibilities to this thesis are as follows: Once a corps requests an enabler, FORSCOM is responsible to identify and task the enablers to augment the BCT when the BCT does not have the requested enabler.[14] This partially answers a thesis secondary question about who has tasking authority. FORSCOM Regulation 350-50-1 identifies FORSCOM; however; it does not address tasking authority for joint enablers. TRADOC is responsible to develop scenarios for the rotational BCT based on METL and training objectives outlined in the unit mission letter packet.[15] The Commanding General of the NTC has the same responsibility to insure scenarios are based upon the unit's METL and training objectives. FORSCOM Regulation 350-50-1 does not specify if this is a delegated responsibility from TRADOC to the NTC. The BCT's corps headquarters is to insure its BCT conducts the necessary training at home station prior to deploying to the NTC and that the proposed and endorsed mission letter packets are turned in to the appropriate organization on the specified date. Finally, the BCT's division headquarters is responsible to generate the rotational mission letter packet outlining a preferred scenario, approved METL, training objectives, task organization and requested enablers.

Chapter 3, the final chapter, outlines the administrative and operational logistic procedures that encompass a rotation at the NTC. Chapter 3 also covers the NTC regulations and standard operating procedures that govern the unit's deployment, RSOI, rotational training (STX and MRE), regeneration and redeployment to home station.

916th NTC SPT BDE rail operations and unit download instructions are discussed as well as the drawing of prepositioned equipment and vehicles.

The appendices of FORSCOM Regulation 350-50-1 include example troop list templates for heavy, air assault, airborne, and light infantry brigades as well as a troop list template for an armored cavalry regiment to assist the rotational unit develop their FORSCOM Form 1060-R Troop List. Also included are appendices outlining aviation procedures, administrative support, and logistics procedures the unit must follow while deployed to the NTC. Appendix I, Unit Planning and Training Sequence, is the final appendix that outlines the planning timeline in "D-day" with its corresponding event.

National Training Center Rotational Unit Mission Letter

Rotational Mission Letter

Mission Letter--Defines the rotational unit's mission and intent for training at the National Training Center (Appendix C). The Mission Letter includes, but is not limited to, defining the rotational unit's mission, METL task to be trained, additional training objectives and goals, and live-fire training. Units list specified training it would like to conduct during Reception, Staging, Onward movement and Integration; Situational Training Exercises, and the Force on Force Mission Rehearsal Exercise. Units may also specify those selected joint training tasks it would like to conduct based upon Army Senior Leader guidance and those joint enablers necessary to meet these training goals. The mission letter packet includes the rotational unit's Mission Letter, FORSCOM Form 1060-R Rotational Unit Troop List (FC Form 1060-R or simply 1060-R) and the Troop List Exception (TLE). The mission letter, FC 1060-R and troop list exception are

approved by the division and corps headquarters and submitted to FORSCOM and the NTC at D-180.

Forces Command Form 1060-R

FC Form 1060-R, Rotation Unit Worksheet consists of general information sections including the following: unit task organization, manning, personnel numbers, key personnel, amount of equipment (by type used), rotation costs, OPFOR augmentation, and points of contact (Appendix D). This form also lists the pre-positioned equipment that the BCT would like to draw from the 916th NTC SPT BDE to augment its formations. The worksheet represents the modified table of organization equipment (MTOE) authorized equipment and personnel manning approved for deployment by the division and corps. The FC Form 1060-R is a snap-shot of the task organization the BCT is deploying to the NTC. The Commanding General, FORSCOM is the final approving authority for the training unit troop list.

Troop List Exception

Troop List Exception--Exceptions to FORSCOM Regulation 350-50-1 standard troop list for equipment or personnel (to include units) not listed on the units MTOE required for training to meet the unit's Core or Directed METL must be submitted in memorandum format with reason for exception as part of the units mission letter packet (Appendix E). Detailed information as to why the exception is being requested, the training objectives the exception meets as well as additional cost and instrumentation must be addressed for each separate exception requested. The Commanding General, FORSCOM is the final approving authority for the troop list exception.

Mission Supportability Letter

Mission Supportability Letter--Upon receipt of the rotational unit's Mission Letter packet at D-180, the NTC has approximately 30-days in which to conduct its analysis of the Mission Letter Packet (Appendix F). Operations Group has the lead in collecting the supportability data from the 11th ACR and 916th NTC SPT BDE and producing the mission supportability letter. The NTC's Mission Supportability Letter addresses whether or not the NTC can support the unit's METL tasks to be trained, its additional training objectives and goals, and live fire training requirements with the resource and capabilities on Fort Irwin. The timeline and events during RSOI, STX, and the Force of Force portion of the MREs are addressed to insure training objectives, goals and live fire requirements can be supported by the Fort Irwin and the NTC. The Operations Group's supportability letter addressed each item listed in the mission letter as either "supportable" in that the objective can successfully be accomplished during the rotation with no further assistance or "unsupportable" in that the objective requires additional assets or assistance to make the objective or request supportable. The mission supportability letter is forwarded upon completion to the NTC G3 for review and any revisions before being signed by the NTC Commanding General and forwarded to FORSCOM.

Conclusion

In concluding Chapter 2, "Literature Review" it should be noted that three distinct levels of literature have been reviewed. First is the literature at the Chairman of the Joint Chiefs of Staff level of leadership. The CJCS documents define where the training guidance originates. CJCS documents state the combatant commander will utilize the

Joint Training System in order to determine the required force and DMETL in order to meet the strategic objectives. Second, was the literature review of Army training doctrine and how the Army utilizes the directed mission from higher headquarters and unit core capabilities to determine its DMETL and CMETL. Finally, Army Regulations that govern the Combat Training Center program and the training at the National Training Center were reviewed to determine the duties and responsibilities TRADOC and FORSCOM have to the Corps, Division and BCT in meeting its request for joint enablers.

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[1]Chairman of the Joint Chiefs of Staff, CJCS Guide 3501, *The Joint Training System, A Primer for Senior Leaders* (Washington, DC: Government Printing Office, 31 July 2008), 10.

[2]Ibid., 11.

[3]Chairman of the Joint Chiefs Staff, CJCSI 3500.01. *Joint Training Policy and Guidance for the Armed Forces of the United State* (Washington, DC: Government Printing Office, 2008), A-1.

[4]Ibid., B-3.

[5]Chairman of the Joint Chiefs, CJCS Guide 3501, 3-4.

[6]Chairman of the Joint Chiefs Instruction 3500.01, *Joint Training Policy and Guidance for the Armed Forces of the United States* (Washington, DC: Government Printing Office. 2008), E-1.

[7]U.S. Army, FM 7-0, *Training for Full Spectrum Operations* (Washington, DC: Government Printing Office, 2008), 1-12.

[8]U.S. Army, FM 7-1, *Battle Focused Training* (Washington, DC: Government Printing Office, 2003), xii.

[9]U.S. Army, Army Regulation 350-50, *Combat Training Center Program* (Washington, DC: Government Printing Office, 2003), 1.

[10]Ibid., 7.

[11]Ibid., 11.

[12]U.S. Army, Army Regulation 350-50-1, *Training at the National Training Center* (Washington, DC: Government Printing Office, 2002), 3.

[13]Ibid., 3

[14]Ibid., 5.

[15]Ibid., 6.

CHAPTER 3

RESEARCH METHODOLOGY

Introduction

Qualitative research methodology was utilized in examining the primary and secondary question of this thesis project. Qualitative research methodology identified factors that are important to generate theories and possible options to resolve the issues related to the primary and secondary questions. The application of doctrine, directives and instructions to joint training was examined in an effort to identify the roles and responsibilities commanders have to meet joint training guidance. Several case studies and articles were examined to determine the chain of events, causes and factors affecting joint training and joint participation at the National Training Center. An analysis of the National Training Center will focus on whether or not the National Training Center is viable combat training center to conduct joint training.

Methodology

This thesis examines current Joint and Army Guidance, Instructions, Directives, Manuals as they pertain to joint training. The purpose of examining current publications is to follow the training guidance through the various levels of command and analyze the differences. The research design of this thesis uses three types of data collection. The first method of data collection is to utilize current military documents to identify the training guidance and responsibilities beginning with the CJCS and following it through the chain of command to JFCOM, then to FORSCOM and TRADOC, and finally examining the training guidance and responsibilities from the corps to the Brigade

Combat Team as it coincides with the final training event at the National Training Center. The intent of this analysis is to identify the responsibility each of these organizations has to request and insure Joint participation necessary to meet the BCTs D-METL and CJCS Joint Training Guidance.

The second method of data collection was to analyze the different documents that comprise a rotational unit's mission letter. Analysis of the various documents was made to determine their importance in outlining training objectives and conveying the importance of joint assets to meet specified training objectives. The mission letter chain of custody was examined to determine the duties, responsibilities, and feedback mechanisms of those agencies that received the unit's mission letter packet. The Mission Letter timeline will also be analyzed to determine if sufficient time has been allocated to each organization in the chain of custody to respond.

The third research design method of data collection is to conduct personal interviews. The objective of these interviews is to determine to what extent the personnel understand the procedures for requesting Joint assets to meet the rotational units training objectives. The following discussion points and input to recommended options were discussed during the interview process:

MMAS Discussion Points

1. What input did the COCOM, ASCC or JTF (MNC-I) commander have in determining the unit's training objectives or METL?
2. What training oversight or input did the COCOM, ASCC or JTF (MNC-I) have of the unit's home station training or National Training Center mission rehearsal exercise (MRE)?

3. Did any command above FORSCOM or TRADOC receive the assessment/evaluation from unit's MREs?
4. What involvement did the unit have with JFCOM, FORSCOM, or TRADOC in order to acquire joint enablers to support its home station or NTC MRE?
5. Did the unit receive any feedback from JFCOM, FORSCOM, or TRADOC on its mission letter or request for joint enablers?
6. Did the unit leverage or request assistance from higher command for joint enabler support?
7. At the time, what was unit's knowledge of the different organizations/agencies within JFCOM, FORSCOM, and TRADOC whose mission is to support the commander's request for joint training enablers?

MMAS Recommended Options

1. Consolidate of CJCS manuals, guides, and instructions into a comprehensive joint training publication, JP 7-0.
2. Update FM 7-1 or other publications that thoroughly describes the duties and responsibilities of the training organizations/agencies within JFCOM, FORSCOM, and TRADOC.
3. Update AR 350-50-1 to include assigning D-days milestone deadlines that FORSCOM and TRADOC provide feedback to the rotational unit as well as to the CTC in order to address training issues.
4. Thoroughly define the procedures for requesting joint enablers and organizations/agencies responsible for assisting the commander.

5. Update the mission letter packet to include a request for an enablers memorandum or form for requesting equipment and/or personnel outside the brigade or division's organic organizations.

The interviews assessed his knowledge and understanding of the duties and responsibilities of the organizations to request and insure joint enablers support the BCTs mission rehearsal exercise. Additionally, interviews will focus on previous division and brigade commander's knowledge of the procedures to request joint forces as well as recommended options to the thesis's primary and secondary questions.

Conclusion

Qualitative analysis is the primary means of research used to examine current doctrine and publications as they pertain to joint training guidance at the different levels of command from the CJCS to the Brigade Commander. Interviews with previous commanders were conducted to gain insight as to their knowledge of joint training guidance and the procedures to request joint enablers to meet specified training objectives. Chapter 4 will analyze this research to develop a common understanding of joint training guidance as it moves down the chain of command to the units executing training at the NTC.

CHAPTER 4

ANALYSIS

Introduction

This thesis has built a framework outlining the problem statement and secondary questions. Chapter 1 established the credentials of the researcher, provided the background and established information pertaining to this thesis. Chapter 2 reviewed the relevance of applicable documents, instructions, manuals and regulations to this thesis project. Chapter 3 outlined the methodology for conducting analysis and the development of several recommended options to the problem statement and secondary questions that are discussed in chapter 5. Chapter 4 analyzes, compares, and examines the CJCS and Army instructions, manuals, and regulations in order to identify deficiencies among the publications and the command structure.

The purpose of the thesis is to answer the primary question: What procedures must be followed by an Army Brigade Combat Team (BCT) to insure requested joint enablers are allocated for the BCT's training at the National Training Center? In order to respond to this question several supporting secondary questions must be answered, including: Primarily on whose authority and guidance is the BCT commander basing his request for joint enablers? The answer, in short, is the requirements begin with the President of the United States, or Commander in Chief, and the Secretary of Defense and then moves down the chain of command through the issuance of policy, directives, guidance, operation plans and orders. The next logical question is: How do the policies, directives, and guidance get from the Commander in Chief to the BCT commander? The first part of Chapter 4 examines this process. Once the steps have been determined on

how guidance reaches the BCT commander, Chapter 4 will examine the procedures the BCT commander follows to request joint enablers to meet this guidance at a National Training Center Mission Rehearsal.

Initial Guidance

In order to answer the secondary questions of where does joint training originate this thesis determined that it begins with the President of the United States and Secretary of Defense. In accordance with the Goldwater-Nichols Department of Defense Reorganization Act of 1986, Combatant Commanders receive national strategic guidance beginning with the President of the United States and the Secretary of Defense with the Chairman of the Joint Chiefs of Staff acting as an advisor. [1] The Combatant Commander is the essential conduit between the President of the United States, Secretary of Defense and other government organizations and agencies that determine national security policies and strategies and the military force that executes full spectrum operations. The Combatant Commander also receives guidance from other sources, including but not limited to:[2]

1. National Defense Strategy (NDS)
2. The National Military Strategy (NMS), National Security Strategy (NSS),
3. Joint Strategic Capabilities Plan (JSCP),
4. Unified Command Plan (UCP)
5. Guidance for the Development of the Force
6. Guidance for the Employment of the Force
7. Regional and international treaties and policies

These are the primary documents and sources along with ever changing events in the operational environment that the Combatant Commander must analyze to a determine Theater Strategy. A Theater Strategy consists of the strategic concept and courses of action directed towards securing the objectives of national and multinational policies and strategies through synchronized and integrated employment of military forces and other instruments of national power. [3]

Once a Theater Strategy has been identified, the combatant commander, staff and subordinate joint force commanders (JFC) develop a Strategic Estimate (Figure 5). A Strategic Estimate considers the broad strategic factors that influence the determination of missions, objectives, and courses of action.[4] Combatant commanders and subordinate JFCs utilize the strategic estimate to develop campaign and operations plans. The strategic estimate aids in the analysis of the current and developing operational environment, the threat and the consequences of military action. What is significant is the strategic estimate leads to the development of Joint and Agency Mission Essential Tasks (J/AMETL) in Phase I of the Joint Training System. This analysis is made by comparing the Joint Publication 3-0 definition and summary of the strategic estimate to how J/AMETL in CJCSM 3500.04D, *Universal Joint Task List*, are developed by a combatant commander or subordinate JFC.

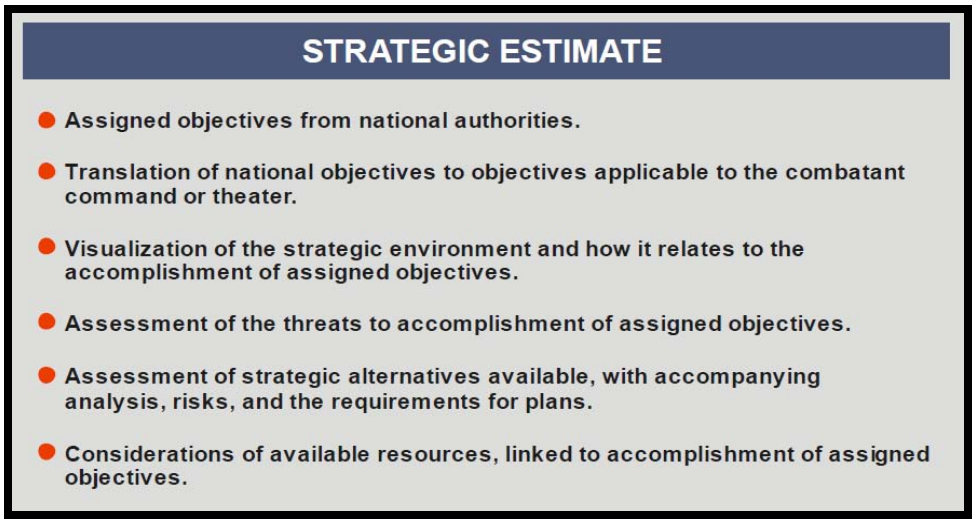

Figure 5. Strategic Estimate

Source: USJFCOM, JP 3-0, *Operations* (Washington, DC: Government Printing Office, 2008), I-4.

The Joint Training System

In order to develop J/AMETL, combatant commanders must use the four steps or phases of the Joint Training System (JTS) (figure 3). Phase I Requirements of the JTS establish the linkage between the JTS and national security policies and documents that a combatant commander utilizes to determine theater strategy. These national policies along with guidance and directives from the President of the United States, Secretary of Defense, international and regional treaties and agreements, OPLANS, and joint doctrine are key inputs in developing the combatant commander's J/AMETL. The input data is then analyzed in one or more of the methods of the process step before producing the output or end product of a J/AMETL (figure 6).

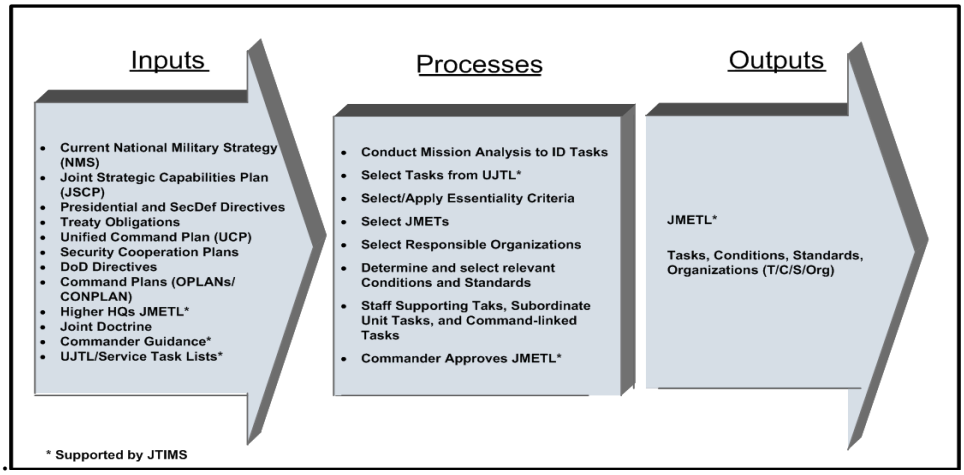

Figure 6. Phase I: Inputs, Processes, and Outputs
Source: Chairman Joint Chiefs of Staff, CJCSM 3500.03B, *The Joint Training Manual for the Armed Forces of the United States* (Washington, DC: Government Printing Office, 2007), C-4.

Once a JMETL has been determined the combatant commander selects Strategic Tasks (ST) from the UJTL that best supports the JMETL. The JMETL and identified strategic tasks from the UJTL are then submitted to the subordinate commands and organizations. The subordinate commands and organizations in turn develop their own supporting Operational Tasks (OP) and/or Tactical Tasks (TA) from the UJTL. These operational and/or tactical tasks are nested with the combatant commanders JMETL and the strategic tasks from the UJTL.[5]

It is important to note that CJCSM 3500.03B, *Joint Training Manual,* does not specifically identify who or at what level a "subordinate command" exists. An Army brigade combat team could be that "subordinate command." This is possible because of the Army's restructuring of divisional brigades to modular organizations that are agile, self-sustaining, expeditionary and versatile in the current period of persistent conflict. Modularity enables an Army BCT to be removed from its parent division and re-task

organized to a combatant commander or joint force to execute operations across the spectrum of conflict. Once a BCT has been allocated to a combatant commander or JFC the new COCOM or JFC assume administrative control (ADCON) over the BCT if the command relationship so dictates. This administrative control (ADCON) gives the combatant commander or joint force commander responsibility over the BCT's readiness, equipment, personnel management, logistics, individual and unit collective training.[6]

Phase II Plans of the JTS facilitates the combatant commander's development of a Joint Training Plan (JTP). A Joint Training Plan is a planning document that conveys the combatant commander's guidance, identifies the assigned training force, specifies the joint training objectives, identifies training events, and required training resources.[7] As stated, Phase II is where capabilities and forces are identified. Once identified, the combatant commander turns to his/her service component command for the required capability. If the service component commander is unable to fulfill the requirement and capability then the service component or combatant commander may turn to another combatant command or to JFCOM for assistance.

JFCOM, whose mission is to provide trained and ready joint forces, may look to other combatant commander's assigned forces in order to meet the requirements and capabilities or to forces not assigned to a combatant command.[8] Once the force and capability have been identified the approval of reassigning forces rests with the Secretary of Defense. Key inputs of Phase II are again identified based upon the higher guidance, doctrine, and the combatant commander's mission.[9] These inputs are analyzed by one or more methods of the listed processes with the final output being the combatant commander's published JTP (figure 7). If assistance is required during this phase, the

combatant commander may collaborate with JFCOM for support in developing the joint training plan and training requirements. At the end of Phase II specific numbered units have been identified that will support the combatant commander.

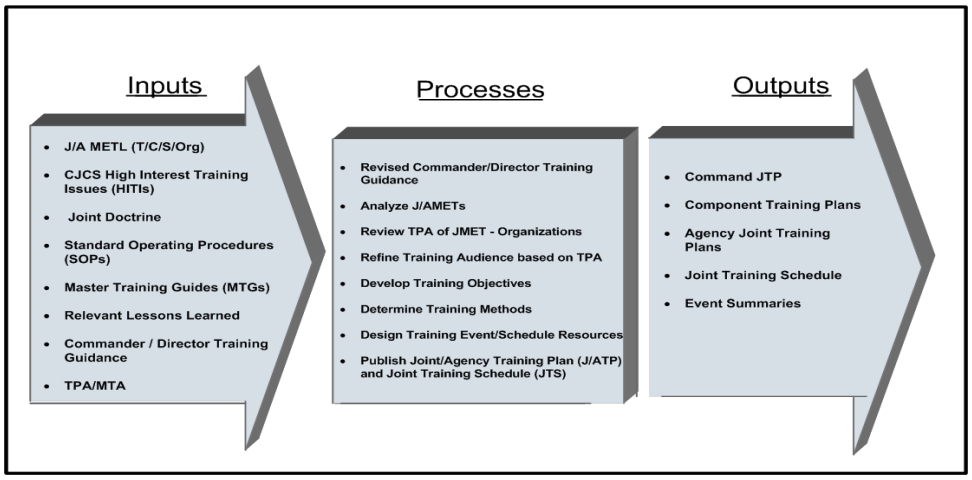

Figure 7. Phase II, Plans, Inputs, Process, and Outputs
Source: Chairman Joint Chiefs of Staff, CJCSM 3500.03B, *The Joint Training Manual for the Armed Forces of the United States* (Washington, DC: Government Printing Office, 2007), D-2.

Once the JTP's identified capabilities and requirements have been resourced and events scheduled, the combatant commander transitions to Phase III Execution. During Phase III Execution, planned joint training events derived from Phase II Plans are conducted. Key inputs from the combatant commander's guidance, training plan and relevant lessons learned are further refined and injected into the listed processes that include the development, execution and evaluation of the joint training event.[10] Upon completion of the joint training event, formal and informal after action reviews are conducted to determine whether or not the training force has achieved the training events objectives. Final outputs of Phase III, Execution, include the data collection of the

training proficiency evaluation (TPE), task performance observations (TPO), lessons learned (figure 7).[11] The outputs for Phase III Execution are then consolidated to support the assessment of the event at which time the combatant commander transitions to Phase IV.

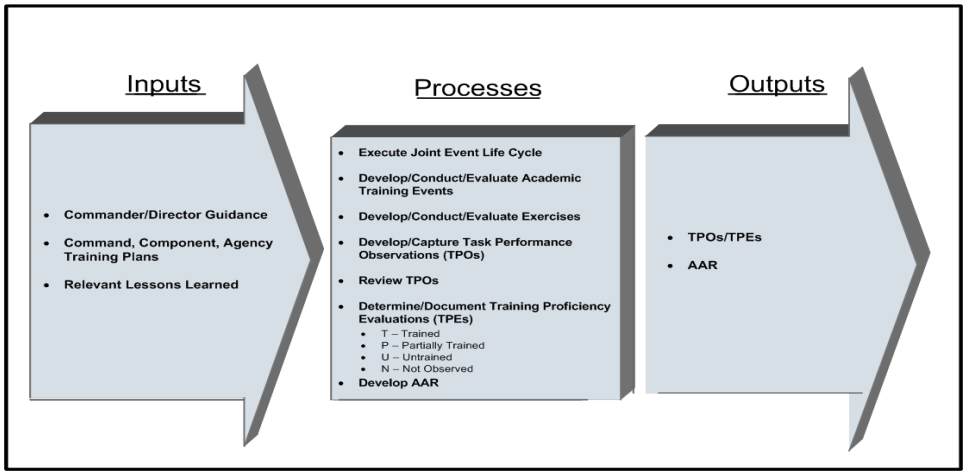

Figure 8. Phase III, Execution, Inputs, Process, and Outputs
Source: Chairman Joint Chiefs of Staff, CJCSM 3500.03B, *The Joint Training Manual for the Armed Forces of the United States* (Washington, DC: Government Printing Office, 2007), E-2.

Phase IV Assessment is the analytical process used by the commanders to determine the joint training force's proficiency, whether trained, partially trained or untrained (T, P, or U), to accomplish the required mission.[12] For Phase IV, data and documents listed in the input and output columns are required (figure 9). However, the listed methods for analyzing and processing the input data to produce the required outputs may vary during this phase. The deficiencies annotated in the output products of Phase IV enable the combatant commander to refine the joint training plan, adjust the JMETL, or amend, if needed, the identified capabilities and requirements. The output

products also assist improvements to future training plans based upon the lessons learned. These outputs are then re-introduced into Phase I Requirements and the cycle repeats itself.

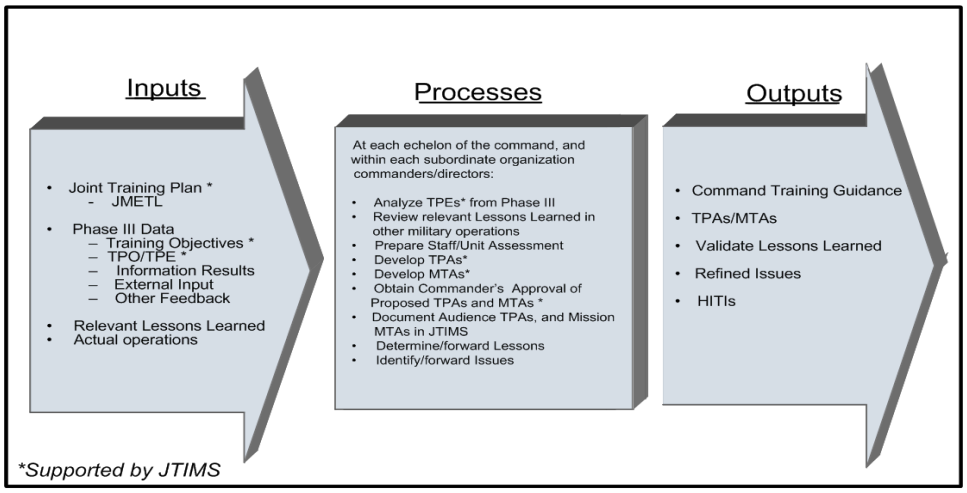

Figure 9. Phase IV, Execution, Inputs, Process, and Outputs
Source: Chairman Joint Chiefs of Staff, CJCSM 3500.03B, *The Joint Training Manual for the Armed Forces of the United States* (Washington, DC: Government Printing Office, 2007), F-3.

Transitioning from the Combatant Command to Component Command

Through analysis of the JTS, it has been determined that the J/AMETL and required units and capabilities are identified during Phase II Plans. It is time to analyze the next step of how the J/AMETL is determined by the component command and the procedures as the J/AMETL transition down the chain of command. Although the subordinate command is not specifically identified in CJCSM 3500.03B *Joint Training Manual* one can assume that the JMETL and supporting operational and tactical tasks

from the UJTL will descend from the combatant command to the service component command. The service component command in conjunction with his/her service department, will analyze the JMETL and supporting operational and tactical tasks from the UJTL prior to giving guidance to subordinate commands. Here again, the level at which the "subordinate command" is discussed is not defined. Within the chain of command the next level of command directly subordinate to the service component commander is the component commands followed by the numbered corps and divisions and their respective assigned brigades. Regardless of "who" the subordinate command is, the transition has been made from the joint command structure at the combatant command or JFC level to the individual service and for the purpose of this thesis, the Army.

Army Mission Essential Task List Development

Due to the current operational environment, commanders and staffs throughout the Army are challenged with a diverse range of training tasks. This is compounded by limited time, training resources, personnel turn-over and moves, and unit equipment availability. In order to overcome these many distractions commanders must focus units on only the most important tasks or *mission essential tasks* that prepare the unit to deploy and conduct full spectrum operations. Units train as they fight and to do so units must focus the planning, preparation, execution and assessment of their training on its core or directed mission. A mission essential task is a collective task a unit must be able to perform successfully to accomplish its doctrinal (CMETL) or directed (DMETL) mission.[13] In order to determine how an Army BCT develops its mission essential task list one must use the new FM 7-0, *Training for Full Spectrum Operations* (December

2008). FM 7-1, *Battle Focused Training* (September 2003) Chapter 3, Mission Essential Task List (METL) Development, is somewhat dated when compared to the new FM 7-0.

The new Army Field Manual 7-0 divides the development of mission essential tasks list into three distinct categories. The first category, Core Mission-Essential Tasks (CMETL), is standardized tasks derived from the unit's organizational mission in accordance with its authorization document and its doctrinal mission. Headquarters, Department of the Army is responsible for standardizing CMETL tasks for units above the battalion. However, it is the commander who determines what collective and individual tasks will be trained within these units. Standardized CMETLs enable the BCT commander to focus training on the most likely directed mission. With the new concept of CMETL, DMETL and JMETL continuing to evolve, one of JFCOM's command missions and strategic goals is to make fighting irregular warfare or asymmetric warfare a core competency or CMETL.[14] This is significant because irregular warfare includes insurgency and COIN. These operations not only include the joint force but the application of all instruments of national power in the diplomatic, information, military and economic fields. Therefore, if JFCOM's strategic goal is implemented across service component commands, the BCT commander will eventually have to incorporate joint as well as governmental and interagency organizations in his/her CMETL development.

At an agreed upon time or notification from the BCT's higher headquarters or directed mission issuing headquarters, the BCT transitions from CMETL training to the second category of DMETL development. A directed mission is when a unit is formally tasked to execute or prepare to execute a defined mission.[15] A directed mission-essential

tasks list (DMETL) is a list of mission-essential tasks a unit must perform to accomplish a directed mission.[16] Commanders begin to develop their DMETL by conducting mission analysis of the directed mission, command guidance, specific operations order, and the anticipated operational environment into which the unit maybe deployed. Simultaneously, or when time is limited, commanders may receive additional guidance from higher commanders to help focus the development of DMETL based upon the unit's projected mission. Commanders conduct analysis of the directed mission and involve the staff and subordinate commanders in the development of the DMETL. Once complete, the DMETL is submitted for approval to next higher headquarters or the higher headquarters the BCT is to be assigned, attached, or designated under operational control.[17] Based upon the modularity concept, the brigade could be deployed and assigned to different headquarters other than its parent division. It may conduct operations across the spectrum conflict in a joint environment thus necessitating the training with joint, coalition, interagency and nongovernmental organizations.

The third and final category, of METL is the joint mission-essential task list. A JMETL is a list of tasks that a joint force must be able to perform to accomplish a mission.[18] That mission is determined by the combatant commander, who with his/her staff and subordinate service component commands, conducts analysis of the strategic mission by utilizing the Joint Training Systems, described in the beginning of this chapter, in order to determine the J/AMETL for the combatant commander's area of responsibility.

Mid-Term Analysis Review

Up to this point I have analyzed and determined through the interpretation of various CJCS publications that joint training requirements originate from the combatant commander's JMETL, an output from the execution of the JTS process. These mission essential tasks are linked to the strategic tasks from the UJTL and are tasks the required force is to train to accomplish the mission and objectives as determined by the combatant commander. Once training requirements (JMETL and UJTL tasks), forces, and capabilities have been identified, subordinate commands in turn perform their own mission analysis to refine the training requirements, forces and capability necessary to accomplish the higher command's mission. This refinement results in a new, but nested, JMETL and operational and tactical tasks from the UJTL.

From an Army perspective, once the Army Service Component Command of a combatant command completes its mission analysis of the higher headquarters mission, the JMETL becomes a DMETL and operational tasks and tactical tasks from the UJTL are now derived from the Army Universal Task List (AUTL). Both the DMETL and tasks from the AUTL are nested with higher headquarters JMETL and UJTL but are focused on "what Army units perform at tactical level of war" thus losing much of its joint context in translation. (Figure 10) These DMETL and tasks from the AUTL are what Army corps and divisions use to conduct further mission analysis in order to determine the DMETL, collective, and individual tasks the BCT will execute as part of its train up for deployment. Once the DMETL and AUTL tasks reach the BCT much of the joint context from the original mission analysis conducted at the combatant command level have been filtered out.

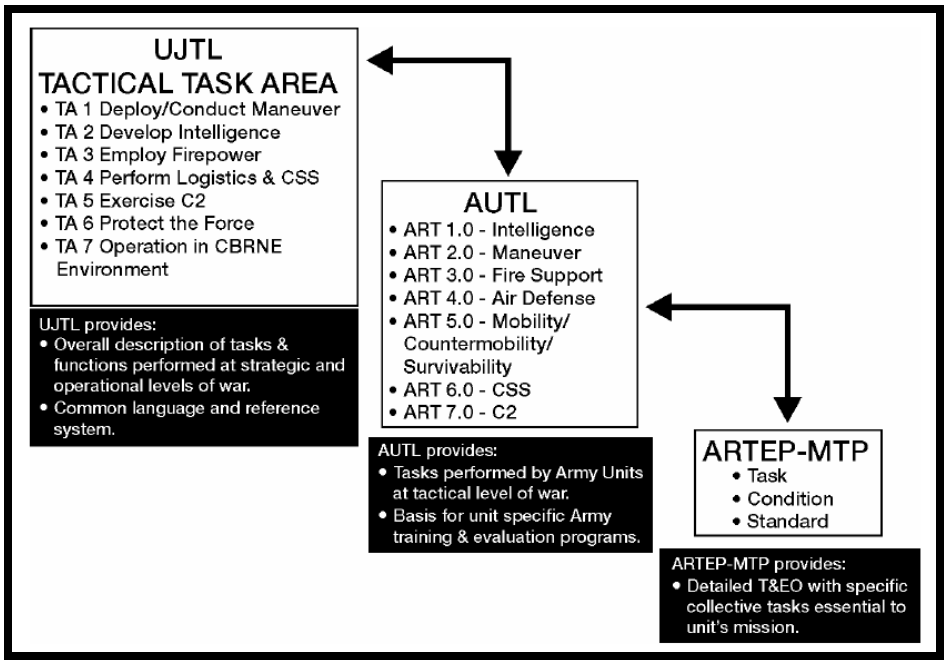

Figure 10. UJTL—AUTL--ARTEP Crosswalk
Source: U.S. Army, FM 7-1, *Battle Focused Training* (Washington, DC: Government Printing Office, 2003), 3-4.

Brigade Combat Team Training

This thesis has identified through references in FM 3-0 and FM 7-0 that the current modular organized BCT is an agile, adaptive, and expeditionary organization. The current BCT formations require a higher degree of training and operational synchronization with joint, interagency, intergovernmental, and multinational partners in order to successfully execute the directed mission and accomplish the objectives assigned by higher headquarters. Regardless of how many layers of command the combatant commander's JMETL and UJTL are filtered or dated publications, the BCT commander is responsible for the training and execution of full spectrum operations of his/her organization in a joint environment in either a expeditionary or campaign capacity. In order to meet the challenges associated with full spectrum operations the BCT

commander must train the unit as it intends to fight and that fight is in a joint environment. Utilizing the Army Training Management process, much like the combatant commander's JTS, Army leaders are able to indentify training requirements and subsequently plan, prepare, execute and assess training.[19] This training management is synchronized with the unit's ARFORGEN timeline and adheres to the "CRAWL, WALK, and RUN" training model as outlined in FM 7-1.

One of the BCT's final training events in the ARFORGEN model is an externally evaluated mission rehearsal exercise at one of the Army's Combat Training Centers. The following procedures with D-day and event answers the primary question of this thesis of: What procedures should a Brigade Combat Team follow to insure joint enabler participation at its Mission Rehearsal Exercise in order to meet the Chairman Joint Chiefs of Staff guidance to conduct Joint Training at the National Training Center? In preparation for this training event and in conjunction with its parent division and corps headquarters, the BCT begins initial preparation for the CTC rotation at D-360. (Figure 11) At the D-360 the BCT, division, and corps headquarters follow the procedures outlined in FORSCOM Regulation 350-50-1. During this preparation the BCT, division and corps conduct mission analysis of the higher headquarters objectives and missions to determine the CTC rotational training objectives, task organization, and external Army and joint enablers in order to accomplish the identified objectives and training requirements of the directed missions. Interviews also revealed that analysis not only includes the mission statement and training objectives of higher headquarters but also includes current tactics, techniques and procedures and best practices from theater gained by Pre-Deployment Site Surveys (PDSS) and over the shoulder deployments to

coordinate with units in theater. Commanders and staffs also have their personal experience from deploying to theaters and understand specific training objectives and joint enablers required to accomplish the mission.[20] This mission analysis is captured and translated in a rotational mission letter packet. (Appendices C, D, E)

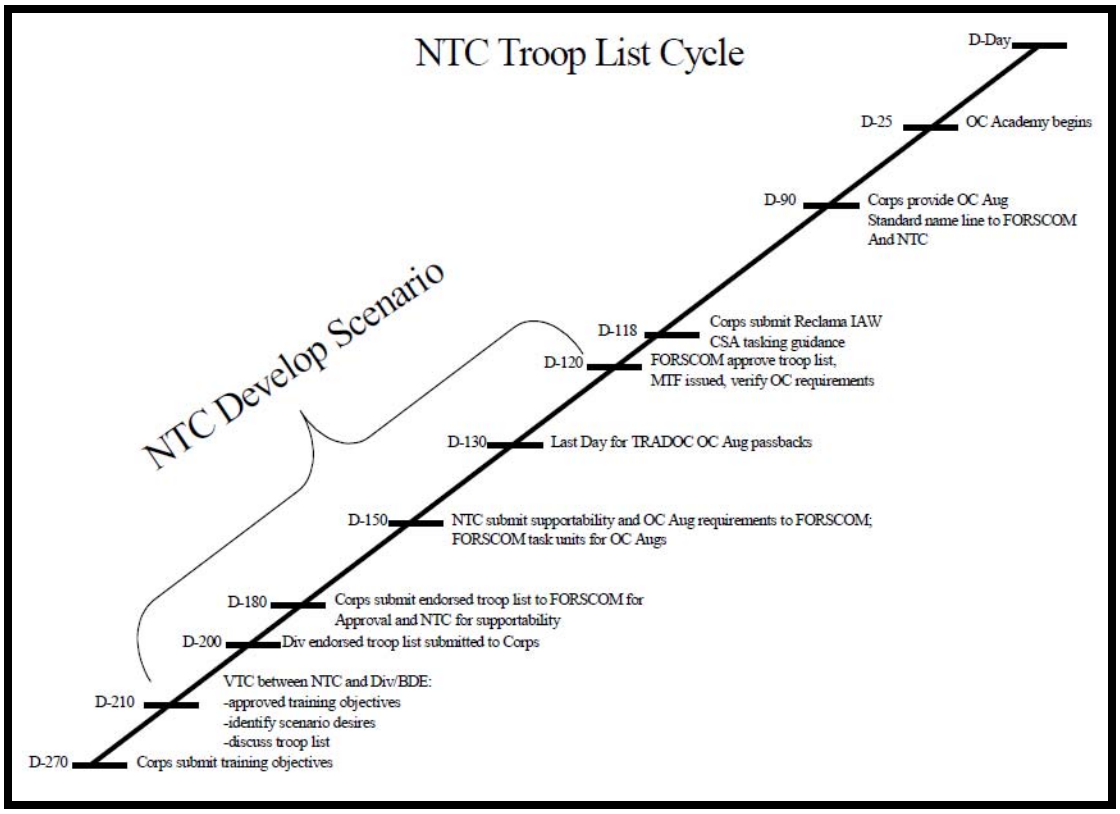

Figure 11. NCT Troop List Cycle
Source: U.S. Army, FORSCOM Regulation 350-50-1, *Training at the National Training Center* (Fort McPherson, GA: Government Printing Office, 2002), 98.

At D-270 the BCT begins drafting and coordinating an initial mission letter and FC Form 1060-R troop list.[21] This initial draft of a rotational mission letter outlines the BCT's training objectives, DMETL, proposed task organization, live fire requirements, and critical and proposed tasks. This initial draft is forwarded to its parent division for

review and revision. With the concurrence of the BCT commander and the division commander's approval, the proposed mission letter packet is sent to its Corps headquarters for review, revision and approval whereupon a final proposed mission letter packet is sent to FORSCOM at D-210.[22] This defines the mission letter chain of custody and answers one of this thesis' secondary questions. It is important to note that this is a "proposed" mission letter packet from the BCT's parent Corps headquarters to FORSCOM. In effect, this is a warning order to FORSCOM. However, there is no established requirement or D-day for FORSCOM to provide feedback pertaining to the proposed mission letter packet to the corps headquarters, division or BCT. A final Division endorsed mission letter packet is not forwarded to the Corps headquarters until D-200. A Corps endorsed mission letter packet is not forwarded for approval to FORSCOM until D-180. While at the same D-180, a Corps endorsed mission letter packet is also forwarded to the NTC.[23]

From D-180 and D-150 Fort Irwin, the National Training Center and it units, Operations Group, 11th ACR, and the 916th NTC SPT BDE conduct mission analysis of the BCT's mission letter packet in order to determine supportability. The BCT's training objectives, DMETL, proposed task organization, critical and proposed tasks, and live fire training requirements are analyzed by Operations Group and the 11th ACR so that a scenario can be developed to meet these objectives. The Operations Group also determines the O/C-T augmentation requirements based upon the FC 1060-R, task organization and the Troop List Exception due to shortfalls. The 916th NTC SPT BDE analyzes the task organization and FC 1060-R to determine the amount and type of prepositioned vehicles and equipment the BCT would like to draw. Other agencies on

Fort Irwin and the NTC analyze the communication equipment in order to determine the required frequency spectrum while other activities pull personnel numbers and arrival and departure dates of the advance party and main body. This information is collected and analyzed by Operations Group's Lizard Plans section and translated into a mission supportability letter and O/C Shortfall memorandum.

The mission supportability letter addresses each one of the BCT's training objectives, task organization, critical and proposed tasks, and live fire training requirements as well as the requested joint enablers on the troop list exception. The Commander of Operations Group approves the mission supportability letter then forwards it to the NTC G3 and NTC Commanding General for final approval before it is forward to FORSCOM no later than D-150.[24] The NTC and Operations Group also forwarded a separate document, O/C Shortfall memorandum, to FORSCOM and TRADOC requesting the proper augmentation to support the unit's task organization and training objectives.

At D-150 FORSCOM also reviews the FC Form 1060-R troop list and rotation troop list exception. Again there is no feedback mechanism from FORSCOM back to the BCT, division or corps headquarters upon its review of the 1060-R troop list and troop list exception. AR 350-50 does specify that FORSCOM is responsible for providing the "force structure" and "required materiel" to support the NTC mission and operations.[25] This can, however, be interpreted in many ways as it does not specify the type of force structure or required materiel it is to provide or who the force structure or required material is for, the BCT or the NTC.

Two questions arise at this time: First, what are the duties and responsibilities of FORSCOM between the receipt of the proposed mission letter packet at the D-210 and the final endorsed mission letter packet at D-180? Second, what is TRADOC's role in this process? Army Regulations 350-50 and FORSCOM Regulation 350-50-1 do not specify any feedback responsibility from FORSCOM to the Corps, Division or BCT upon receipt of the proposed or endorsed mission letter packets between the D-210 and D-180 time period. This was also confirmed through the interview with Brigadier General Edward C. Cardon, formal 3rd Infantry Division (3ID), Deputy Commanding General – Support (DCG-S), that 3ID did not receive any feedback from the four mission letter packets submitted on behalf of the four BCT's. The only organization within TRADOC that receives a copy of the proposed and endorsed mission letter packet is the Operations Group and it receives its copy from National Training Center G3, a FORSCOM unit. Neither the TRADOC Deputy Commanding General nor any agencies within the TRADOC G3/G5/G7 receive a proposed or endorsed mission letter packet from the corps headquarters, division or brigade. The one document that is specified for TRADOC to receive is the O/C Shortfall memorandum from the Operations Group.

It is not until D-120 that the FORSCOM Chief of Staff releases approval of the FC 1060-R troop list and Troop List Exception. At this time FORSCOM has had 90 days, D-210 to D-120, to meet the BCT Troop List Exception for joint enablers. Yet over this 90-day period there is no specified feedback mechanism for FORSCOM to provide the corps headquarters, division or BCT any update as to the status of the requested joint enablers. The FORSCOM Chief of Staff releases the Commanding General, FORSCOM approved FC 1060-R Troop List and Troop List Exception at D-120. The deadline for

any appeal to the approved troop list or troop exception documents is D-118, only two days later.[26] Beyond the D-120 and D-118 mark, there are no listed or specified responsibilities for either FORSCOM or TRADOC to meet the BCT troop list exception for requested joint enablers. At D-120, the BCT turns its attention to Fort Irwin and the National Training Center to begin direct coordination with the various organizations and units there in order to facilitate deployment for its MRE.

The concept of the CTC program is to increase the unit's collective proficiency on the most realistic and challenging battlefield available.[27] That battlefield is today's contemporary operational environment where units execute full spectrum operations as part of a joint or combined team throughout the spectrum of conflict. Yet AR 350-50 and FORSCOM Regulation 350-50-1 do not specifically assign or designate the duties and responsibilities of either FORSCOM or TRADOC to meet a BCT's requests for joint enablers. BG Cardon also voiced the dissatisfaction that he and Brigadier General Huggin's, former 3ID Deputy Commanding General – Maneuver, experienced as they attempted to coordinate joint enabler support for 3ID's two home station and two NTC MREs prior to deploying to support the "Surge" in Iraq in 2007.

Conclusion

The purpose of joint training is to prepare the Army to execute missions as part of a joint force conducting joint military operations across the full spectrum of operations.[28] As identified earlier in this chapter, joint training originates with the President of the United States and the Secretary of Defense in the form of guidance, policies, objectives and directives that support our nation's national interest. Combatant commanders analyze the guidance, policies, objectives and directives and develop a JMETL that best

support his/her respective command's mission. Subordinate commands in turn conduct their own mission analysis to further define higher mission and objectives and develop their own JMETL that is nested with the higher headquarters. This process continues down to the BCT. However, what the author has discovered is that through each successive subordinate command level, the joint context of the original JMETL and tasks from the UJTL have been filtered out. These filters exist in the form of non-specific, outdated and conflicting information from publications and doctrine. When the BCT is given its directed mission, training is focused on specific Army tasks and not on the integration and interoperability of the BCT as part of the joint force. Integration and interoperability are two specific focus points of the Chairman of the Joint Chiefs of Staff in his guidance to commanders as outlined in CJCS Guide 3501.

The purpose of this research project was to identify where joint training requirements originate and how initial joint training guidance progresses through the chain of command to the BCT. In the process the author's intent was to identify deficiencies in publication and to clearly identify and define the duties and responsibilities of the various levels of command in facilitating the BCT's request for joint enablers.

Deficiencies within the various publications were expected and confirmed through the analysis of literature and through interviews with senior military and civilian personnel. Interviews of senior military personnel confirmed the same frustrations in obtaining joint enablers to support MREs. The author was surprised to learn that senior military personnel were personally involved in obtaining joint enablers to support the BCT training objectives and did not delegate this responsibility to the staff.

By integrating the qualitative research technique as outlined in research methodology, this chapter provided the specific investigation required to answer the primary and subordinate questions. In chapter 5, "Conclusions and Recommendations," the researcher will provide a conclusion and recommended options for this research project.

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[1]James R. Locher, III, *Victory on the Potomac, The Goldwater-Nichols Act Unifies the Pentagon* (Texas A&M University Press, 2004), 440-441.

[2]Chairman of the Joint Chiefs, CJCS Guide 3501, *The Joint Training System, A Primer for Senior Leaders* (Washington, DC: Government Printing Office, 2008), 3-4.

[3]U.S. Joint Forces Command, JP 3-0, *Operations* (Norfolk, VA: Government Printing Office, 2008), I-3.

[4]Ibid., Glossary 26.

[5]Chairman Joint Chiefs of Staff, CJCSM 3500.03B, *The Joint Training Manual for the Armed Forces of the United States* (Washington, DC: Government Printing Office, 2007), C21.

[6]U.S. Army FM 7-0, *Training for Full Spectrum Operations* (Washington, DC: Government Printing Office, 2008), Glossary 2.

[7]Chairman Joint Chiefs of Staff, CJCSM 3500.03B, Glossary 16.

[8]Ibid., Q-1.

[9]Ibid., D-3.

[10]Ibid., E-1.

[11]Ibid., E-1.

[12]Ibid., F-1.

[13]U.S. Army FM 7-0, *Training for Full Spectrum Operations* (Washington DC: Government Printing Office, 2008), 4-6.

[14]U.S. Joint Forces Command, website, http://www.jfcom.mil/about/priorities.htm (accessed 15 May 2009).

[15]U.S. Army FM 7-0, *Training for Full Spectrum Operations* (Washington, DC: Government Printing Office, 2008), Glossary 2.

[16]Ibid., 4-10.

[17]Ibid., 4-13.

[18]Ibid., 4-7.

[19]Ibid., 4-1.

[20]BG Edward Cardon, USA, Deputy CAC Commander, former 3ID DCG-S, Interview by author, 20 May 2009.

[21]U.S. Army, Forces Command Regulation 350-50-1, *Training at the National Training Center* (Fort McPherson, GA: Government Printing Office, 2002), 94.

[22]Ibid.

[23]Ibid.

[24]Ibid.

[25]U.S. Army, Army Regulation 350-50, *Combat Training Center Program* (Washington, DC: Government Printing Office, 2003), 9.

[26]U.S. Army, Forces Command Regulation 350-50-1, 19.

[27]U.S. Army, Army Regulation 350-50, 3.

[28]U.S. Army, FM 7-1, *Battle Focused Training* (Washington, DC: Government Printing Office, 2003), 1-2.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Introduction

Chapter 5 concludes this research project by providing several recommended options to resolve the issues of the primary and subordinate questions analyzed in chapter 4. Chapter 5 makes recommended options for changing and updating current publications as they pertain to joint training and to the procedures for requesting joint enablers to support BCT MREs. The following recommended options reflect the author's opinion based upon the analysis contained in this thesis.

Thesis Primary and Secondary Questions

The purpose of this thesis was to determine what the procedures a BCT commander takes to insure joint enabler support for its mission rehearsal exercise at the NTC. The secondary questions supported the primary question by examining upon what training guidance the BCT commander based the joint enabler request, where joint training guidance originates, and the duties and responsibilities of those individuals and commands down to the BCT. Analysis of these secondary questions showed joint training guidance originating from the President of the United States, Secretary of Defense, and the combatant commander with the Chairman of the Joint Chiefs of Staff in the advisory role. Once these secondary question where answered the remainder of the secondary questions focused on analyzing the BCT mission letter preparation and the duties and responsibilities FORSCOM and TRADOC have in supporting the training objectives, task organization and requested joint enablers as outlined in the BCT's

rotational mission letter packet. The analyses of the primary and secondary questions were discussed in chapter 4 with the recommended option to these issues addressed here in chapter 5.

Recommended Options

Recommended Options at the Joint Level

While analyzing Joint Training System in the Chairman Joint Chiefs of Staff publications CJCS 3501, *The Joint Training System* and CJCSM 3500.03B, *Joint Training Manual for the Armed Forces of the United States*, it became hard to distinguish to what level in the chain of command the term "commander and subordinate commander" pertained. This contributed to some uncertainty as to what level of the chain of command was being discussed as well as the command relationship, duties and responsibilities between the different commands and subordinate commands. Adding a line and block chart as depicted in Figure II-2, Chain of Command from Joint Publication 1 would be extremely helpful in aiding the reader to understand the level of command or subordinate command that is being addressed in the readings of these CJCS publications (Figure 11). Additionally, neither CJCS publication elaborates on how the JTS is executed at the three levels of command within the joint command structure; the unified command, subordinate unified command, or a joint task force other than referencing them as subordinate commands. This is significant in that in each one of these command structures the level of command authority and relationship between the commander and service component forces assigned to the commander are different.

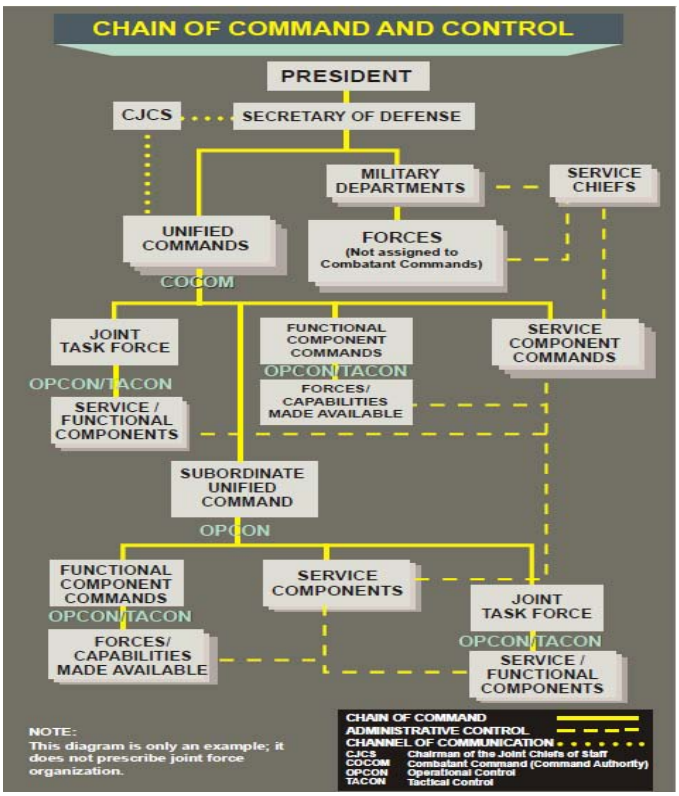

Figure 12. Chain of Command
Source: Chairman, Joint Chiefs of Staff, Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States* (Washington, DC: Government Printing Office, 2007), II-5.

The CJCS publications also did not address the command relationship of units reassigned from their parent division to one of the three levels of joint command. Does the combatant commander or joint force commander still go through the corps then division to contact the BCT that has been reassigned to its command? If so, it must be realized that guidance, directives, operations plans and orders are being filtered through two levels of command before the information and products reaches the BCT. Also not addressed is how the combatant commander or JFC receives training readiness and assessments of the BCT assigned to its command. Senior military personnel were unaware of the combatant commander or JFC receiving any training plans, assessments

or unit status report of BCTs prior to deploying to theater. Army FMs 7-0, 7-1, Army Regulation 350-50 and FORSCOM Regulation 350-50-1 also do not address the command relationship or duties and responsibilities of FORSCOM and TRADOC in facilitating the flow of information and product between the combatant command, JFC and subordinate command through the component commands and then down to the corps, division and BCT.

Many of the CJCS instructions, manuals, and guides duplicate training guidance and procedures while also defining the training duties and responsibilities of the combatant commander, staff and subordinate command and the implementation of the JTS. I would propose that training guidance and policy continue to be published in existing CJCS documents while recommending that training procedures are published in a joint publication, JP 7-0, *Joint Training*. A new JP 7-0 would include the bulk of Joint Training System procedures from CJCSM 3500.03B. I would further recommend that a JP 7-0 include a detailed chapter on the duties and responsibilities of JFCOM and its subordinate commands that are capable of providing the combatant commander with training support, specifically the Joint Training Directorate (J7) and the Joint Warfighting Center (JWFC) that are responsible for the U.S. military's overall joint training efforts.

Recommendation Options for the Army

Army Field Manual 7-1, *Battle Focused Training*, establishing Army training doctrine is dated September 2003 and has since been eclipsed by FM 7-0, *Training for Full Spectrum Operations.* One of the first recommendations is to incorporate those relevant changes made in FM 7-0 into a new FM 7-1. A new FM 7-1 should include a more comprehensive definition of the Operational and Institutional Army. Each

definition should include a detailed outline of the duties and responsibilities that Army Commands, Army Service Component Commands, corps and division have in supporting the training of Army numbered units. Furthermore FM 7-1 should delineate the training duties and responsibilities between FORSCOM and TRADOC but also include how these Army Commands coordinate and synchronize various training exercises, long and short range training calendars, and other resources to support Army training down to the brigade level. Joint training and support to joint training should also be addressed down to the brigade level as well as who is responsible for requesting joint enablers from other service component commands or through JFCOM. The author's recommendation is that this should be FORSCOM's duty and responsibility as FORSCOM is the Army's component command within JFCOM.

A new FM 7-1 needs to address the Army's transformation to a modular organization that conducts full spectrum operations as part of a unified action.[1] The training of modular brigade formations has changed and those changes should be reflected in an updated training manual. What should be addressed as part of the Army's transformation to modular structure is the command relationship between the BCT, once it is assigned to deploy and execute missions in support of another headquarters outside its parent division and corps command structure. How does the gaining command influence the training that a BCT conducts? How does the gaining command maintain situational awareness on the progress and assessments of the BCT training? What is the command relationship between the gaining command and the BCT parent division and corps headquarters? These are only a few questions that arise with the Army's modular brigade formations that need to be addressed in a new FM 7-1.

Lastly, the METL development process needs to be updated to reflect the changes currently incorporated in FM 7-0. How a unit develops its CMETL, DMETL and JMETL should be addressed in a new FM 7-1. A BCT CMETL is developed based upon the unit's combined arms training strategy (CATS) and its doctrinal mission. This CMETL is then approved by higher headquarters and the Department of the Army. However, as addressed in the previous paragraph, what influence does a gaining command have on the development, training and assessment of a unit's DMETL and JMETL if the unit is re-assigned outside of the administrative control of its higher headquarters? This question must also be addressed in an updated FM 7-1.

Nested with the Army Training System is the Combat Training Center Program and it governing Army Regulation 350-50. AR 350-50 outlines the objectives, establishes policy, procedures and assigns duties and responsibilities to Army organizations that support the CTC's. Recommended changes to AR 350-50 include updating the duties and responsibilities of both FORSCOM and TRADOC. The duties and responsibilities of each should be addressed in detail to show how each organization facilitates training at the CTC. Specifically who is responsible for meeting the BCT's request for joint enablers?

The CTC's mission is to provide realistic joint and combined training yet neither FORSCOM or TRADOC is specifically assigned this duty or the responsibility to coordinate through JFCOM or other service component commands for joint enablers in order for the BCT commander to meet his/her training objectives. In chapter 2 FORSCOM Regulation 350-50-1, FORSCOM is tasked to "identify and task the force" when the BCT does not have the required enabler, but it does not specifically state joint

forces. Again the author's recommendation is this should be a FORSCOM duty and responsibility and the applicable regulation changed to reflect this. FORSCOM's mission is to provide trained and ready forces to operate in a joint environment. As the Army's component command within JFCOM, it can coordinate for requested joint enablers with the other service component commands or directly with the JFCOM's Joint Warfighting Center (JWFC).

The author's final comments discuss recommendations regarding FORSCOM Regulation 350-50-1, *Training at the National Training Center*. One of the first recommendations is to insure that TRADOC is more involved in the Unit Plan and Training Sequence. In accordance with current FORSCOM Regulation 350-50-1 TRADOC does not receive a copy of the unit mission letter. TRADOC also does not actively participate in the Unit Planning and Training Sequence with FORSCOM, the NTC, the rotational BCTs and its division and corps headquarters other than to discuss O/C shortfalls with FORSCOM and the NTC.

The one recommendation to the mission letter packet is to separate the Troop List Exception into two documents. The first document would remain the Troop List Exception that lists equipment and personnel that are organic to the BCT, yet not listed on the unit's authorization documents or modified table of organizational equipment (MTOE) or list the number of personnel and equipment that is above the authorized quantity. Stated another way, the TLE is a list of personnel and equipment that does not require assistance from FORSCOM or TRADOC to acquire. The TLE informs FORSCOM, TRADOC and more importantly the NTC who will participate in the rotation. It is then up to the NTC to determine if it can meet the training objective of

those personnel and equipment listed on the TLE in it mission supportability letter. Final approval for the TLE would remain at D-120 as per the current FORSCOM Regulation 350-50-1.

The second document would then be a Request for Forces form submitted in memorandum format as part of the mission letter packet. The RFF would include personnel and equipment that is outside the tasking authority of the BCT, division or corps headquarters, namely joint enablers or other Army low density personnel and equipment that may not be available due to operational tempo. The RFF would include a brief, detailed narrative as to the task and purpose of the requested force, what training objectives are to be met, and the training and readiness impact of not incorporating the requested force or enabler into the rotation.

The final recommendation is to Appendix I, Unit Planning and Training Sequence of FORSCOM Regulation 350-50-1. The Unit Planning and Training Sequence, is a milestone timeline for the D-Days and corresponding events[2]. Recommended changes are as follows:

1. Move the "unit begins initial draft and coordination of mission letter packet" back from D-270 to D-300 in order to facilitate further additions and changes to the planning milestone.

2. Move submission of the proposed Unit Troop List from D-210 to D-240. An earlier submission will allow timelier feedback from FORSCOM, TRADOC and the NTC. Additionally, TRADOC should also receive a copy of the proposed mission letter packet along with FORSCOM.

3. No later than D-235 FORSCOM and TRADOC acknowledge receipt of the proposed mission letter packet.

4. Add a D-day tracked requirement between D-235 and D-200 in order to conduct a video teleconference (VTC) or teleconference (TC) between FORSCOM, TRADOC, the NTC and the representative from the BCT, division and corps headquarters. The VTC or TC should address the training objectives, proposed training tasks during each phase of the rotation as well as address each document within the mission letter packet. The endstate for this VTC or TC is the identification of any issues arising from the proposed mission letter packet, all issues are assigned a respective organization to resolve, points of contact are exchanged and a future D-day is established to re-address resolved and unresolved issues. A VTC or TC during the initial planning phase will greatly facilitate synchronization and coordination between all organizations.

5. Add at D-180 Corps Headquarters submits an endorsed mission letter packet to TRADOC along with one to FORSCOM and the NTC

6. Between D-180 and D-175 FORSCOM, TRADOC and the NTC acknowledge receipt of the corps headquarters endorsed mission letter packet.

7. At D-150 conduct a second VCT or TC between FORSCOM, TRADOC, the NTC and the BCT, division and corps headquarters to allow FORSCOM and TRADOC to update the BCT, division and corps headquarters on the status of the FC 1060-R Troop List, TLE and RFF.

8. At D-120 a final VTC or TC is held between representatives from FORSCOM, TRADOC, the NTC to update the BCT, division and corps headquarters on the status of the FC Form 1060-R, TLE and RFF.

These recommended changes to FORSCOM Regulation 350-50-1 would greatly improve the planning and coordination between FORSCOM, TRADOC, the NTC, and the rotational BCT and its parent division and corps headquarters. Additionally, I have discovered nothing that would preclude or restrict a representative from the Army Service Component Command or from the staff of the combatant commander from participating in these VTC, TC or from receiving a proposed or endorsed mission letter packet. Active participation by either command would greatly increase the situational awareness of the training that a unit soon to be assigned to their command is conducting in preparation for its directed mission.

Conclusion

The purpose of this study was to bring to light the challenges a BCT must confront to request and obtain joint enablers to support its mission rehearsal exercise at the National Training Center. This research project has identified the need to update and publish doctrine that clearly identifies the duties and responsibilities of those commands and agencies that are responsible for facilitating a BCT request for joint enablers. The current operating environment continues to change at an unpredictable pace. Army Brigade Combat Teams, whether Heavy, Light, or Stryker equipped is an agile, adaptive, and expeditionary force that must be trained to execute missions anywhere along the spectrum of conflict. Today's Army Brigade Combat Teams must not only be trained and ready to execute the Army's specific mission, they must be trained and ready to operate in a joint environment fighting alongside and seamlessly integrating joint and combined units and enablers. Army and Joint doctrine must continue to evolve and

change in order to facilitate the joint training requirements that are necessary to insure successful execution of full spectrum operations and mission accomplishment. The National Training Center has illustrated it is fully capable of providing a relevant and realistic joint training environment.

The recommended options outlined in chapter 5 are again the author's opinion on how to successfully address the primary and secondary questions within the thesis. The recommended options still require further analysis, coordination and synchronization of guidance, directives, doctrine, and procedures from units and organizations across the Army, Joint and CJCS command structure levels. Neglecting or postponing the appropriate action to resolve the addressed issues within this thesis will continue to impede the training of BCT at the National Training Center or any Combat Training Center in a joint environment and possibly jeopardize accomplishment of the mission and objectives established by the combatant commander in today's full spectrum environment.

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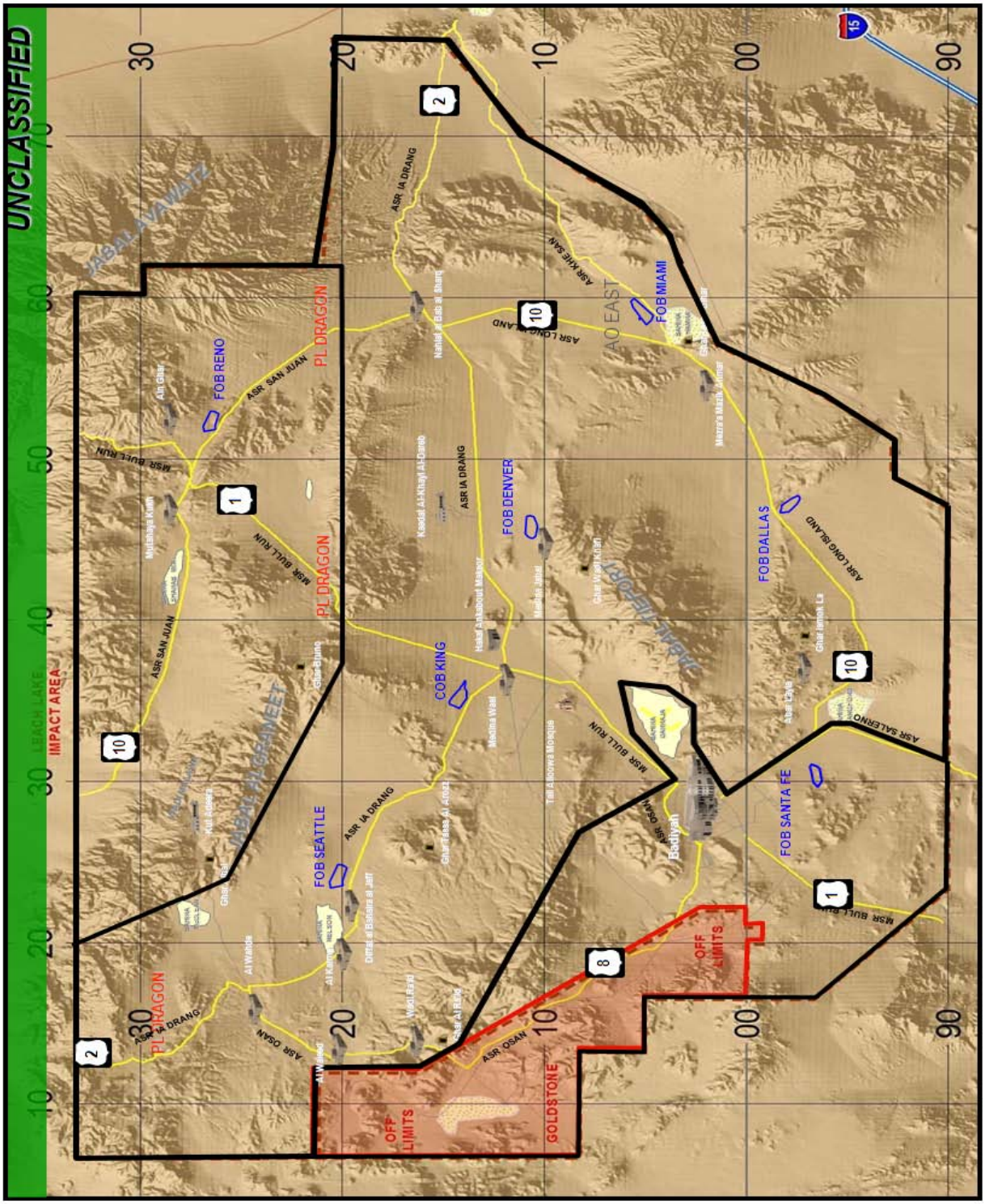
[1]U.S. Army FM 7-0, *Training for Full Spectrum Operations* (Washington, DC: Government Printing Office, 2008), 4-2.

[2]U.S. Army, Forces Command Regulation 350-50-1, *Training at the National Training Center* (Fort McPherson, GA: Government Printing Office, 2002), 94.

APPENDIX A

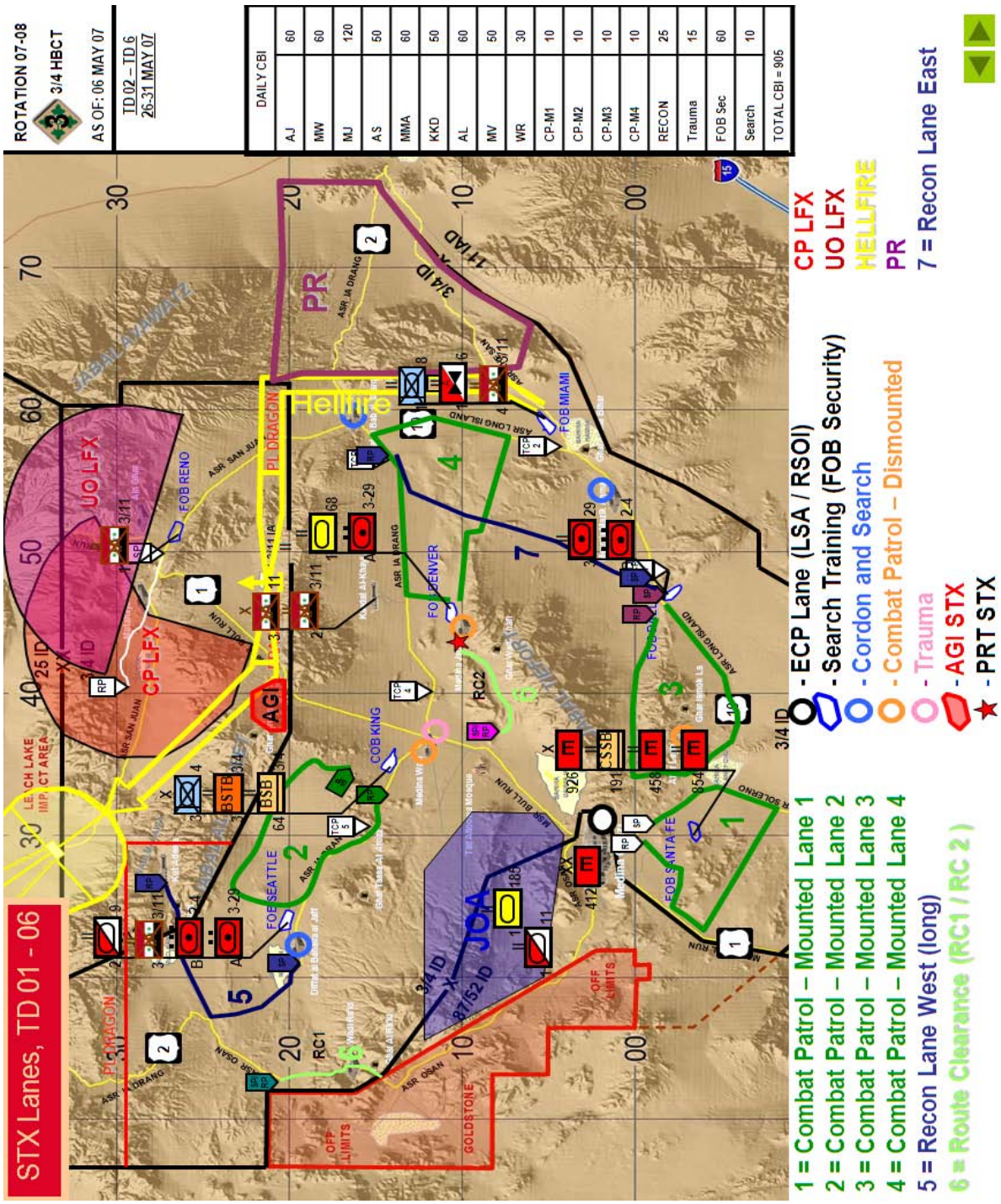
NATIONAL TRAINING CENTER SCENARIO PLANNING MAP



APPENDIX B

NATIONAL TRAINING CENTER SITUATIONAL TRAINING EXERCISE

LANES/LOCATIONS



APPENDIX C

ROTATIONAL MISSION LETTER

DEPARTMENT OF THE ARMY
HEADQUARTERS, 7TH INFANTRY DIVISION & FORT CARSON
6101 WETZEL AVENUE, BLDG. 1430
FORT CARSON, COLORADO 80913-4145

REPLY TO ATTENTION OF

AFZC-CG 07 February 2006

MEMORANDUM THRU

Commander, III Corps and FT Hood, ATTN: AFZF-GT, Ft. Hood, TX 76541

FOR Commander, FORSCOM, ATTN: AFOP-TRC, Ft. McPherson, GA 30330-6000

SUBJECT: 2nd Brigade Combat Team Mission Letter for NTC Rotation 06-08

1. Purpose. To obtain approval of the concept for the 2BCT, 2ID's 06-08 rotation at the National Training Center, 10 July – 7 August 2006.

2. General. The 2BCT, 2ID will conduct NTC Rotation 06-08 under the modular Infantry Brigade Combat Team design. 2BCT, 2ID will deploy to NTC 06-08 under the command and control and exercise control of the 52ID DTOC. 2BCT will command and control a modular, light BCT with two infantry battalions, one RSTA squadron, one artillery battalion, one special troops battalion, and one support battalion. All forces will be digitally equipped with the Army's newest suite of Army Battle Command Systems (ABCS 6.4).

3. 2BCT METL. The BCT and subordinate BN METLs are listed at Encl. 1 to this document. Request integration of these METL tasks with conditions appropriate to an OIF scenario.

4. 2BCT Training Goals and Objectives.

a. MRE Training Objectives.

(1) Conduct Command and Control of operations.

(a) Synchronize operations of six organic battalions and HN security forces (ISF).

(b) Synchronize lethal and non-lethal effects against a dynamic, motivated, insurgent-based enemy in a challenging, complex COE scenario.

(c) Integrate HN military and police forces into operations.

(d) Execute BCT staff battle rhythm and command post operations in a challenging, tactical environment.

(e) Employ Army Battle Command Systems across the BCT.

(f) Execute coordination of conventional and SOF operations.

(g) Conduct Liaison with Coalition Forces and Outside Agencies.

(2) Plan and execute Tactical Deployment/Redeployment Activities.

(3) Plan and execute Full Spectrum Operations in a COIN environment at the BCT and Battalion levels.

(4) Plan and execute Civil-Military Operations at the BCT and Battalion levels.

(5) Plan and execute ISR operations at the BCT and Battalion levels.

(6) Plan and execute sustainment operations at the BCT and Battalion levels.

(7) Execute FOB operations.

(8) Execute detainee handling operations as a system within the BCT from point of capture through processing into a BCT detainee holding facility.

(9) Execute motorized operations.

(10) Employ the BSTB as an independent C2 node to plan and execute operations as a maneuver HQ or MiTT HQ.

(11) Employ SOF and inter-agency forces in BCT operations.

(12) Employ FA BN as a motorized infantry task force.

b. LFX Training Objectives:

(1) Execute NTC resourced LFXs using OIF scenario during MRE.

(a) Urban terrain.

(b) OIF ROE.

(c) Combatants mixed with non-combatants.

(2) Execute LFXs with mounted/dismounted (motorized) elements; scenarios that require the transition from mounted to dismounted operations.

(3) Lethal Fires integration.

(4) Requested LFXs.

(a) Platoon-level cordon and search/raid LFX.

(b) Platoon-level patrol/convoy LFX (Combat Patrol).

c. Requested mission sets. 2BCT requests bottom up intelligence driven missions during the force on force rotation with emphasis on full spectrum operations and host nation security

forces (HNSF) integration in a counter-insurgency (COIN) scenario that is relevant to current conditions in OIF.

(1) Mission sets that support this include, but are not limited to, the following:

Conduct Cordon and Search
Conduct Raid
Conduct Combat Patrol
Conduct Ambush
Conduct Sniper
Conduct Defense of FOB (Base Security)
Establish checkpoints
Conduct Convoy Security
Conduct Route Security
Conduct Tactical Questioning
Conduct Detainee Operations
Conduct CASEVAC
Conduct MEDEVAC
Conduct Surveillance
Conduct Reconnaissance Patrol
Conduct Air Assault
Employ Tactical UAVs (RAVEN and SHADOW)
Conduct an Area Reconnaissance
Conduct Route Clearance
Conduct Combat Logistics Convoys
Conduct Aerial Re-supply
Conduct FARP operations
Conduct Civil Military Operations
Conduct SWEAT-MS Assessment
Conduct Negotiations
Conduct Information Operations
Conduct Combined Operations (Host Nation Security Forces)
Employ Lethal Fires

(2) Artillery and Radar Support during Rotation 06-08. 2BCT requests a notional Paladin platoon as the GS counter-fire element with coverage of the 2BCT AO. 2BCT will employ a battery of its organic FA BN as a motorized infantry force, which is consistent with current conditions in OIF. 2BCT also requests an established DIV-level radar deployment pla This will allow the integration of the BCT's organic AN/TPQ-36 into a counter-fire system that i consistent with conditions in OIF.

5. Proposed Training Sequence during NTC Rotation 06-08.

5-7 JUL	Deploy Torch and ADVON
9-13 JUL	Deploy Main Body
10-14 JUL	RSOI
15 JUL	Occupation of FOBs
15-16 JUL	Relief in Place

16-28 JUL	Conduct Full Spectrum Operations (SOSO, HIC, LFX)
29 JUL-7 AUG	Window to clear NTC and re-deploy

6. Proposed RSOI period. 2BCT requests to execute a non-competitive RSOI in the period 10 - 14 JUL 06 in a time frame synchronized and staggered with main body deployment and the execution of the 2BCT Training Period. 2BCT requests to use this period to complete pre-rotational administrative and logistics tasks to include pre-rotational briefing requirements and aviation specific briefings and environmental training. 2BCT requests to conduct a consolidated range certification class at Ft. Irwin Range Control to certify 2BCT Range OICs and RSOs on 13 JUL 06. Specific RSOI execution matrix TBP pending final coordination.

7. Task Organization. Highlighted below are the units expected to deploy on the rotation.

2BCT
HHC/ 2 BCT

1-9 IN
HHC/ 1-9 IN
A/1-9 IN
B/1-9 IN
C/1-9 IN
D/1-9 IN
E/2 BSB

2-12 IN
HHC/2-12 IN
A/2-12 IN
B/2-12 IN
C/2-12 IN
D/2-12 IN
F/2 BSB

3-61 CAV (RSTA)
HHT/3-61 CAV
A/3-61 CAV
B/3-61 CAV
C/3-61 CAV
D/2 BSB

2-17 FA
HHB/2-17 FA
A/2-17 FA
B/2-17 FA
G/2 BSB

2 BSTB
HHC/2 BSTB
A/2 BSTB
B/2 BSTB
C/2 BSTB

2 BSB
HHC/2 BSB
A/2 BSB
B/2 BSB
C/2 BSB

PM FBCB2, PM TOC
CTSF
CECOM LARS

Division Troops
Dust Bowl CO (60 pax)
Division Cell Forward (25 pax)

UEx Slice
350 CACOM (CA)
7 POG (Psyop)

Aviation UA Slice
3-227 AVN

Sustainment UA Slice
68 CSB(-) (C2 functions and TSC convoy security)
467 CSB (CSB HQ (-))

802/962 MOAD Co (Ammo Plt(-))
731 TC / 744 TC (Trans Co(-))
849 DS Supply Co (QM Co(-))
C/118(-) (ASMC)

Other
114 PAD (Public Affairs)
304 MP / 29 MP
306 Postal Det

Maneuver Enhance UA Slice
707 EOD Co

DS/GS Maint
665 Maint Co

8. 2BCT requests to conduct final coordination with NTC ICW G3, 7th IN DIV for logistics and training requirements at Ft. Irwin dates TBD.

9. Point of contact is MAJ Norrell, Chief of Training, 7ID G3, 719-526-0675 / DSN 691-0675, Jared.Norrell@carson.army.mil.

ROBERT W. MIXON, JR.
Major General, USA
Commanding

3 Encls
1. 2BCT METL
2. Exceptions to Troop List
3. Rotational Unit Worksheet (1060R)

APPENDIX D

UNIT ROTATIONAL WORKSHEET, FORSCOM FORM 1060-R

ROTATIONAL UNIT WORKSHEET

ROTATION NUMBER: 06-08		DATE: 24 February 2006
DIVISION: 7th Infantry Division	BRIGADE/ACR: 2BCT, 2ID	INSTALLATION: FT Carson, CO
TYPE OF ROTATION: Light MRE		

SECTION I. KEY DATES

INCLUSIVE DATES: 10 JUL – 07 AUG 06	TRAINING DATES: 15 JUL – 28 JUL 06
LTP DATES: 7 – 13 FEB 06	EARLY ARRIVAL DATE: 27 JUN 06
ADVON ARRIVAL DATE: 05 JUL 06 MAIN BODY ARRIVAL DATE: 09 – 13 JUL 06	RSOI/DRAW DATES: 10 – 14 JUL 06
TURN-IN DATES: 04 – 07 AUG 06	REGEN DATES: 29 JUL – 07 AUG 06 FINAL CLEARANCE DATE: 07 AUG 06

SECTION II. TASK ORGANIZATION

A. BRIGADE (COMPANIES AND DETACHMENTS) (2 BCT)

UNIT (& INSTALLATION IF DIFFERENT THAN BCT)	UNIT DESIGNATION	MAJOR EQUIPMENT (List all major equipment for each unit)
HHC	**HHC, 2BCT**	2 X M1078A1 CGO TRK, 31 X M998 HMMWV, 2 X M1113 HMMWV, 2 X M1083 CGO TRK, 2 X TRLR CGO 1 ¼ T, 8 X TRLR CGO ¾ T, 4 X M707 KNIGHT, 1 X TRLR TANK WATER
B. LIGHT CAV SQDN (3-61 CAV)		
HHT	HHT, 3-61 CAV	2 X M1097 HMMWV, 4 X M997 AMBULANCE, 16 X M998 HMMWV, 4 X M1113 HMMWV, 2 X M1083 CGO TRK, 5 X M1025 HMMWV, 1 X M1095 TRLR. 3 X TRLR CGO 1 ¼ T, 5 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
CAV TRP	A TRP, 3-61 CAV	6 X M1121 HMMWV TOW, 1 X S250 SHELTER CAR., 1 X M1084 CGO TRK, 2 X TRLR MORTAR, 3 X M998 HMMWV, 1 X M1083 CGO TRK, 10 X M1025 HMMWV, 3 X M1026 HMMWV, 1 X M1095 TRLR 1 X TRLR CGO 1 ¼ T, 1 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
CAV TRP	B TRP, 3-61 CAV	6 X M1121 HMMWV TOW, 1 X S250 SHELTER CAR., 1 X M1084 CGO TRK, 2 X TRLR MORTAR, 3 X M998 HMMWV, 1 X M1083 CGO TRK, 10 X M1025 HMMWV, 3 X M1026 HMMWV, 1 X M1095 TRLR 1 X TRLR CGO 1 ¼ T, 1 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
CAV TRP	C TRP, 3-61 CAV	1 X M1078A1 CGO TRK, 4 X M998 HMMWV, 1 X M998 HMMWV W/W, 4 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
C. LIGHT IN BN (1-9 IN)		
HHC	HHC, 1-9 IN	3 X M1097 HMMWV, 8 X M997 AMBULANCE, 2 X M1078A1 CGO TRK, 1 X M1078 W/W CGO TRK, 40 X M998 HMMWV, 2 X M998 HMMWV W/W, 1 X M1113 HMMWV, 1 X TRLR CGO 1 ¼ T 14 X TRLR CGO ¾ T, 2 X M1082 TRLR, 1 X TRLR TANK WATER
IN CO	A CO, 1-9 IN	1 X M1078A1 CGO TRK, 1 X M998 HMMWV, 1 X TRLR CGO ¾ T, 1 X TRLR TANK WATER,
IN CO	B CO, 1-9 IN	1 X M1078A1 CGO TRK, 1 X M998 HMMWV, 1 X TRLR CGO ¾ T, 1 X TRLR TANK WATER,
IN CO	C CO, 1-9 IN	1 X M1078A1 CGO TRK, 1 X M998 HMMWV, 1 X TRLR CGO ¾ T, 1 X TRLR TANK WATER,
WEAPONS CO	D CO 1-9 IN	8 X M1121 HMMWV TOW, 1 X M1078 W/W CGO TRK, 6 X M998 HMMWV , 8 X M1026 HMMWV, 5 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
D. LIGHT IN BN (2-12 IN)		
HHC	HHC, 2-12 IN	3 X M1097 HMMWV, 8 X M997 AMBULANCE, 2 X M1078A1 CGO TRK, 1 X M1078 W/W CGO TRK, 40 X M998 HMMWV, 2 X M998 HMMWV W/W, 1 X M1113 HMMWV, 1 X TRLR CGO 1 ¼ T, 14 X TRLR CGO ¾ T, 2 X M1082 TRLR, 1 X TRLR TANK WATER
IN CO	A CO, 2-12 IN	M1078A1 CGO TRK, 1 X M998 HMMWV, 1 X TRLR CGO ¾ T 1 X TRLR TANK WATER
IN CO	B CO, 2-12	M1078A1 CGO TRK, 1 X M998 HMMWV, 1 X TRLR CGO ¾ T 1 X TRLR TANK WATER
IN CO	C CO, 2-12	M1078A1 CGO TRK, 1 X M998 HMMWV, 1 X TRLR CGO ¾ T 1 X TRLR TANK WATER
WEAPONS CO	D CO 2-12	8 X M1121 HMMWV TOW, 1 X M1078 W/W CGO TRK, 6 X M998 HMMWV , 8 X M1026 HMMWV, 5 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
E. LIGHT FA BN (2-17 FA)		
FA BTRY	HHB, 2-17 FA	7 X M1097 HMMWV, 3 X M997 AMBULANCE, 3 X M1078A1 CGO TRK, 23 M998 HMMWV, 3 X M998 HMMWV W/W1 X M1113 HMMWV, 2 X M1083 CGO TRK, 1 X M1095 TRLR, 2 X TRLR CGO 1 ¼ T, 9 X TRLR CGO ¾ T, 1 X RADAR SET AN/TPQ-36, 1 X M1082 TRLR, 1 X TRLR TANK WATER

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FA BTRY	A BTRY, 2-17 FA	8 X M119A2 HOWITZER, 16 X M1097 HMMWV, 2 X M1083A1 CGO TRK, 2 X M 1084 CGO TRK, 1 M1078A1 CGO TRK, 9 X M998 HMMWV, 4 X M1095 TRLR, 2 X TRLR CGO 1 ¼ T4 X TRLR CGO ¾ T 1 X TRLR TANK WATER
UNIT (& INSTALLATION IF DIFFERENT THAN BCT)	UNIT DESIGNATION	MAJOR EQUIPMENT (List all major equipment for each unit)
FA BTRY	B BTY, 2-17 FA	8 X M119A2 HOWITZER, 16 X M1097 HMMWV, 2 X M1083A1 CGO TRK, 2 X M 1084 CGO TRK, 1 M1078A1 CGO TRK, 9 X M998 HMMWV, 4 X M1095 TRLR, 2 X TRLR CGO 1 ¼ T4 X TRLR CGO ¾ T 1 X TRLR TANK WATER
F. SPECIAL TROOPS BN (2 STB)		
STB	HHC STB	2 X M997 AMBULANCE, M978 HEMMT FUEL. 2 X HEMMT CGO, 2 X M1078 W/W CGO TRK, 17 X M998 HMMWV, 3 X M1083 CGO TRK, 1 X M1025 HMMWV, 1 X M1026 HMMWV, 16 X M1114 HMMWV, 1 X M1098 MTV WRKR, 2 X M 1095 TRLR, 7 X TRLR CGO 1 ¼ T, 6 X TRLR CGO ¾ T, 4 X M1082 TRLR, 3 X TRLR TANK WATER.
STB CO	A CO, STB	4 X SEE, 2 X M172A1 LOWBOY TRLR, 8 X M1097 HMMWV, 4 X TRACTOR WHEELED, 1 X M1078A1 CGO TRK, 2 X M1088A1 TRK TRCTR, 4 X M998 HMMWV, 1 X M1090 DUMP TRK, 1 X M1090 DUMP TRK W/W, 2 X DEUCE, 1 X M1095 TRLR, 8 X TRLR CGO 1 ¼ T, 1 X TRLR TANK WATER.
STB CO	B CO, STB	6 X M1097 HMMWV, 2 X M1078A1 CGO TRK, 7 X M998 HMMWV, 5 X M1113 HMMWV, 1 X M1083 CGO TRK, 6 X M1025 HMMWV, 5 X TRLR CGO 1 ¼ T, 3 X TRLR ¾ T,1 X TRLR TANK WATER
STB CO	C CO, STB	12 M1097 HMMWV, 10 X M998 HMMWV, 4 X M1113 HMMWV, 1 X M1083 CGO TRK, 2 TRLR CGO 1 ¼ T, 9 X TRLR CGO ¾ T, 1 X TRLR TANK WATER.
G. BDE SUPPORT BN (2 BSB)		
BSB	HHC,2 BSB	1 X GENERATOR TRLR, 2 X M1097 HMMWV, 3 X M1078A1 CGO TRK, 18 X M998 HMMWV, 5 X M1113 HMMWV, 1 X M1083 CGO TRK, 5 X TRLR CGO 1 ¼ T, 10 X TRLR CGO ¾ T,2 X M1082 TRLR, 2 X TRLR TANK WATER, 1 X M1087 EXPANDO VAN
BSB CO	A CO, 2 BSB	58 X CROP, 7 X CHU, 2 X M1097 HMMWV, 26 M1078A1 CGO TRK, 13 X M998 HMMWV, 7 X FORK LIFT, 11 M978 HEMMT FUELER, 33 X M1076 TRLR, 2 X TRLR CGO 1 ¼ T, 9 X TRLR CGO ¾ T, 35 X M1120 HEMMT LHS, 17 X M1082 TRLR, 1 TRLR TANK WATER
BSB CO	B CO, BSB	1 X S250 SHELTER CAR. 3 X M1083A1 CGO TRK, 6 X M1078A1 CGO TRK, 1 X M1078 W/W CGO TRK, 13 X M998 HMMWV, 5 X M1113 HMMWV, 11 X M1083 CGO TRK, 2 X M984 HEMMT WRKR, 4 X M1079 LMTV VAN, 2 X M1089 LMTV WRKR, 8 X M1095 TRLR, 6 X TRLR CGO1 ¼ T, 7 X TRLR CGO ¾ T, 3 X M1082 TRLR, 1 X WELDING SHOP TRLR, 1 X TRLR TANK WATER, 1 X M1087 EXPANDO VAN
BSB CO	C CO, 2BSB	14 X M997 AMBULANCE, 9 X M998 HMMWV, 6X M1083 CGO TRK, 3 X M1095 TRLR, 16 X TRLR CGO ¾ T, 1 X TRLR TANK WATER
BSB CO	D CO, 2BSB	2 X M1097 HMMWV, 4 X M1084 CGO TRK, 6 M1078A1 CGO TRK, 13 X M998 HMMWV,3 X M1113 HMMWV, 9 X M1083 CGO TRK, 1 X M984 HEMMT WRKR, 3 X M978 HEMMT FUELER, 1 X M1076 TRLR, 2 X M1089 LMTV WRKR, 4 X M1095 TRLR, 4 X TRLR CGO ¾ T, 1 X M1120 HEMMT LHS, 5 X M1082 TRLR, 1 X WELDING SHOP TRLR, 2 X TRLR TANK WATER, 1 X M1087 EXPANDO VAN,
BSB CO	E CO, 2BSB	5 X M1084 CGO TRK, 22 X M1078A1 CGO TRK, 13 X M998 HMMWV, 5 X M1083 CGO TRK, 1 X M984 HEMMT WRKR, 2 X M978 HEMMT FUELER, 1 X M1076 TRLR, 2 X M1098 LMTV WRKR, 2 X M 1095 TRLR 5 X TRLR ¾ T, 1 X M1120 HEMMT LHS, 14 X M1082 TRLR, 1 X WELDING SHOP TRLR, 3 X TRLR TANK WATER, 1 X M1087 EXPANDO VAN
BSB CO	F CO, 2BSB	5 X M1084 CGO TRK, 22 X M1078A1 CGO TRK, 13 X M998 HMMWV, 5 X M1083 CGO TRK, 1 X M984 HEMMT WRKR, 2 X M978 HEMMT FUELER, 1 X M1076 TRLR, 2 X M1098 LMTV WRKR, 2 X M 1095 TRLR 5 X TRLR ¾ T, 1 X M1120 HEMMT LHS, 14 X M1082 TRLR, 1 X WELDING SHOP TRLR, 3 X TRLR TANK WATER, 1 X M1087 EXPANDO VAN
BSB CO	G CO, 2BSB	5 X M1084 CGO TRK, 7 X M1078A1 CGO TRK, 12 X M998 HMMV, 3 X M1113 HMMV, 5 X M1083 CGO TRK, 1 X M984 HEMMT WRKR, 2 X M978 HEMMT FUELER,1 X M1076 TRLR, 2 X M1089 LMTV WRKR, 4 X M1095 TRLR, 2 X TRLR CGO ¾ T, 1 X M1120 HEMMT LHS, 5 X M1082 TRLR, 1 X WELDING SHOP TRLR, 2 X TRLR TANK WATER, 1 X M1087 EXPANDO VAN

H. DIVISION/CORPS SPT		
UNIT (& INSTALLATION IF DIFFERENT THAN BCT)	UNIT DESIGNATION	MAJOR EQUIPMENT (List all major equipment for each unit)

SECTION III. MANNING

List total number of crews at full and partial strength by unit.

	UNIT	FULL CREWS	PARTIAL CREWS
M1 CREWS:			
M2 CREWS:			
M2A2 ODS-E:			
M6 LINEBACKER CREWS:			
AVENGER CREWS:			
SCOUT CREWS:			
M109A6 CREWS:			
120MM MTR CREWS:	1-9IN, 2-12IN, 3-61CAV	12	
81MM MTR CREWS:	1-9IN, 2-12IN	8	
60MM MTR CREWS:	1-9IN, 2-12IN	14	
JAVELIN CREWS:	1-9IN, 2-12IN, 3-61 CAV	81	
TOW CREWS:			
INFANTRY SQUADS (MECH):			
INFANTRY SQUADS (LT/AA/ABN):	1-9IN, 2-12IN	72	
AH-64 CREWS:	Co 4-227th ATK	10	
UH-60 CREWS:	B Co, C Co 3-227th ASLT	24	2
CH-47 CREWS:	N/A		
M119A2 105MM HOW CREWS	2-17FA	16	
M270A1 CREWS:	C/2-4 FA	6	

	ASB	MTV TRACTOR, 2 x M1095 MTV TRLR
MAINT	E Co, 615th	2 X M1097 HMMWV, 2 X M1078A1 CGO TRK, 3 X M998 HMMWV, 2 X M1113 HMMWV, 1 X M1083 CGO TRK, 5 X TRLR CGO 1 ¼ T, 2 X TRLR ¾ T,1 X TRLR TANK WATER, 1 X HMMT WRECKER

J. 707th Ordnance Company (Explosive Ordnance Disposal)		
UNIT (& INSTALLATION IF DIFFERENT THAN BCT)	UNIT DESIGNATION	MAJOR EQUIPMENT (List all major equipment for each unit)
707th EOD Company Fort Lewis, WA	707th EOD Co	5X Truck, Utility M1097A2 (BEOD); 5X Trailer, Cargo M1102; 1X Trailer, Assy, Modified 1 Ton M116A3 w/ Gen Set 5 Kw; 2X Van, Shop M1079; 1X Chassis, Trailer 1.5 Ton 2 Wheel M103-A3C; 1X Trailer, Tank, Water 400 Gal 2 wheel M149A2

K. C Battery, 2-4FA		
UNIT (& INSTALLATION IF DIFFERENT THAN BCT)	UNIT DESIGNATION	MAJOR EQUIPMENT (List all major equipment for each unit)
FA BTRY (-) (MLRS)	C BTY, 2-4 FA	3 M270A1 MLRS SPLL, 1 X M1025 HMMWV, 1 X M1026 HMMWV, 2 X M1068A3, 2 X M998 HMMWV, 3 X M985 HEMMT, 3 X M989A1 HEMAT, 1 X M88A3 REC VEH, 1 X M978 FUELER, 1 X M923 CGO TRK, 1 X FRS, 1 X M105A2 TRLR, 2 X 1097A2 HMMWV (No Draw, all Rail), M149 WTR TRLR

SECTION IV. PERSONNEL

List total number of personnel authorized and deploying for each unit.

UNIT	UNIT DESIGNATION	AUTH *(from template)*	DEPLOY
A. IN BCT ROTATION	2BCT, 2ID		
HHC	HHC 2BCT	154	155
IN BN	1-9 IN	688	689
HHC	HHC/1-9	209	210
IN CO	A/1-9IN	131	131
IN CO	B/1-9 IN	131	131
IN CO	C/1-9 IN	131	131
IN CO	D/1-9IN	79	79
IN BN	2-12IN	688	689
HHC	HHC/2-12IN	209	210
IN CO	A/2-12	131	131
IN CO	B/2-12	131	131
IN CO	C/2-12	131	131
IN CO	D/2-12	79	79
RECON SDN	3-61 CAV	359	360
HHC	HHT/3-61	128	129
RECON TRP	A/3-61	75	75
RECON TRP	B/3-61	75	75
RECON TRP	C/3-61	81	81
FA BN	2-17 FA	292	292
HHB	HHB/2-17FA	104	104
FIRING BTRY	A/2-17 FA	94	94
FIRING BTRY	B/2-17 FA	94	94
STB	2 STB	394	394
HHC	HHC/2STB	188	188
EN CO	A/2STB	75	75
MI CO	B/2STB	72	72
SIG/NETWORK CO	C/2STB	59	59
FSB	2 FSB	875	870
HHC/4SB	HHC/2FSB	78	78
DISTRO CO	A/2FSB	189	189
FIELD MAINT	B/2FSB	88	88
MED CO	C/2FSB	72	67
SPT CO	D/2FSB	102	102
SPT CO	E/2FSB	127	127
SPT CO	F/2FSB	127	127
SPT CO	G/2FSB	92	92
FIRING BTRY (-) MLRS	C/2-4 FA	50	50
MP PLATOON			
CHEMICAL COMPANY(-)			
HQ PLT			
MAINT PLT			
DECON PLATOON			
DECON PLATOON			
SMOKE PLATOON			
RECON SQUAD			
SIGNAL COMPANY (+)			
DS SIGNAL COMPANY			
RETRANS			
SMART-T			

UNIT	UNIT DESIGNATION	AUTH *(from template)*	DEPLOY
EPLRS			
EGRUS			
LEN			
SYSCON			
EMF			
MEDICAL			
DFAC			
FORWARD SPT BN			
HDC			
MAINTENANCE CO / FSC			
MAINTENANCE CO / FSC			
MEDICAL CO (+FST)			
BASE SUPPORT CO			
MSB/CSB			
HQ			
QM PLT			
AMMO PLT			
SUPPLY			
MEDICAL			
TRANSPORTATION			
MMC			
ALO			
Weather			
AVN TASK FORCE			
AVIATION TF HQ	3-227th ASLT	79	79
ATTACK BN	_ Co 4-227th ATK	35	35
GS AVIATION BN(-)	N/A		
ASSAULT LIFT BN			
ASSAULT LIFT CO	B Co, 3-227th ASLT	43	43
ASSAULT LIFT CO	C Co, 3-227th ASLT	43	43
MEDIUM LIFT SECTION	N/A		
FORWARD SUPPORT CO	E Co, 3-227th ASLT	107	107
AVIATION SUPPORT BN	615th ASB (-)	6	6
AVUM	D Co, 3-227th ASLT	92	92
AVIM	B Co (-), 615th ASB	50	50
A2C2			
EOD			
EOD CO	707TH EOD CO	20	20
ROTATIONAL SUPPORT			
O/C AUGMENTEES			
DTAC(-)			
DIVISION FORWARD CELL			
ENVIRONMENTAL TEAM			
DISE(-) (Dustbowl Co)			

SECTION V. KEY PERSONNEL *List key personnel by current position (Rank,Last, First, MI). Indicate any prior NTC and other CTC experience (position during rotation)*				
POSITION	**RANK/FULL NAME**	**UNIT**	**NTC**	**CTC**
BDE/REGT CDR	COL Jeffrey L. Bannister	2 BCT	1x	4x
BDE/REGT CSM	CSM Shelton Kelly	2 BCT		1x
IN BN CDR	LTC Charles Ferry	1-9 IN		
IN BN XO	MAJ Jeffrey Merenkov	1-9 IN		
IN BN S3	MAJ David Christensen	1-9 IN	1x	
IN BN CDR	LTC Stephen Michaels	2-12 IN		
IN BN XO	MAJ Ronald Minty	2-12 IN	OC 99-01	
IN BN S3	MAJ Edward Taylor	2-12 IN	1x	
CAV SQDN CDR	LTC James Phillips	3-61 CAV		
CAV SQDN XO	MAJ Thomas Huse	3-61 CAV		
CAV SQDN S3	MAJ Robert Proctor	3-61 CAV		
FA BN (DS) CDR	LTC Wayne Grieme	2-17 FA	1x	
FA BN (DS) XO	MAJ Nicholas Palorino	2-17 FA		
FA BN (DS) S3	MAJ Thomas Munsey	2-17 FA	OC 99-01	
BSB CDR	LTC William McDonough	2 BSB		
BSB XO	MAJ Kim Sims	2 BSB	1x	
BSB S3	CPT Jason Berdou	2 BSB		
BSB SPO	MAJ Zorn Sliman	2 BSB	1x	
STB BN CDR	LTC James Wolak	2 STB		
STB BN XO	MAJ Matt Sampson	2 STB		
STB BN S3	MAJ Scott Hussey	2 STB	1x	
BDE/REGT XO	MAJ Robert Cunniff	2 BCT	1x	
BDE/REGT S1	CPT Kimberly Hadley	2 BCT		
BDE/REGT S2	MAJ Johnny Cook	2 BCT		
BDE/REGT S3	MAJ Milford Beagle	2 BCT		
BDE/REGT S4	MAJ Robert Neave	2 BCT		3x
BDE/REGT SIGO	CPT Rohan McLean	2 BCT		
BDE/REGT FSO	MAJ Christopher Wendland	2 BCT	1x	
BDE/REGT DAO				BDE/REGT DAO
BDE/REGT EN	CPT Randy Ashby	2 BCT	1x	BDE/REGT EN
BDE/REGT ALO				BDE/REGT ALO
MI CO CDR	CPT Christopher Washington	B/2 STB		MI CO CDR
SIG CO CDR	CPT Joshua Conner	C/2 STB		SIG CO CDR
SAFETY OFFICER				SAFETY OFFICER
COMPTROLLER				COMPTROLLER
CLEARING OFFICER				CLEARING OFFICER
AVN CO CDR	LTC Michael Shenk	3-227th ASLT	UNK	UNK
AVN BN XO	Unk	3-227th ASLT	UNK	UNK
AVN BN S3	MAJ Roger Farris	3-227th ASLT	N/A	2 x TRP CDR JRTC
FA BTRY(MLRS)CDR	CPT Matt Smith	C/2-4 FA		1x
FA BTRY(MLRS)1SG	1SG Jerry Harper	C/2-4 FA	1x	
EOD CDR	Incoming commander	707th EOD CO	UNK	UNK
EOD 1SG	1SG Brian D. Curtis	707th EOD CO	1x	4x

A. TRACK VEHICLES (List quantity totals by type of track vehicles.) (Include Home Station (HS) and NTC Draw)

NTC	HS	ITEM	NTC	HS	ITEM
0	0	MINE PLOW (B71632) Draw NTC = 12	0	0	M2A2 BRADLEY Draw NTC = 0
0	0	CARR, AMMO M992A1 (C10908) Draw NTC = 18	0	0	M2A2 ODS-E BRADLEY Draw NTC = 0
0	0	MORTAR, M1064 (C10990) Draw NTC = 12	0	0	M2A3 BRADLEY Draw NTC = 0
0	0	FISTV M981 (C12155) Draw NTC = 17	0	0	M3A2 CFV Draw NTC = 0
0	0	BRADLEY FISTV Draw NTC = 0	0	0	M3A2 ODS CFV Draw NTC = 0
0	0	CARR, SMK M1059 (C12815) Draw NTC = 7	0	0	M3A3 CFV Draw NTC = 0
0	0	M577A2 (D11538) Draw NTC = 38	0	0	M2A2 BSFV Draw NTC = 0
0	0	M577A2 MSE (D11538) Draw NTC = 6	0	0	M6 LINEBACKER Draw NTC = 0
0	0	M577A2 IFSAS (D11538) Draw NTC = 6	0	0	M1A1 (T13168) Draw NTC = 58
0	0	M577A3 (D11538) Draw NTC = 0	0	0	M1A1D Draw NTC = 0
0	0	M109A6 (H57642) Draw NTC = 18	0	0	M1A2 Draw NTC = 0
0	0	M88A1 (R50681) Draw NTC = 22	0	0	M1A2 SEP Draw NTC = 0
0	0	M88A2 Draw NTC = 0	0	0	M113A2 (D12087) Draw NTC = 69
0	0	CARR, SMK M58 DRAW NTC = 0	0	0	M113A3 (D12087) Draw NTC= 0

B. WHEEL VEHICLES (List quantity totals by type of wheeled vehicles.)

NTC	HS	ITEM	NTC	HS	ITEM
0	0	BED CGO PLS M1077 (B83002) Draw NTC = 173	0	0	SEMITRL VAN 12 TON M129A3 (S75175) Draw NTC = 8
0	0	CRANE WHL MTD 7.5 TON (C36151) Draw NTC = 2	0	3	TRK UTIL S250 SHELTER M1037 (T07543) Draw NTC=0
0	0	CONTAINER ASSY REFER (C84541) Draw NTC = 4	0	79	TRK UTIL HVY M1097 (T07679) Draw NTC = 0
0	0	AVENGER (F57713) Draw NTC=0	0	6	TRK AMB 4 LITTER M997 (T38844) Draw NTC = 9
0	0	KITCHEN FLD TRL MTD (L28351) Draw NTC = 20	0	0	HEMMT CGO LT CRANE W/W (T39518) Draw NTC = 0
0	0	LOADER SCOOP 2.5 CU YD (L76556) Draw NTC =0	0	0	TRK CGO HVY PLS M1075 (T40999) Draw NTC = 3
0	0	RAMP LOAD VEH (R11154) Draw NTC =	0	0	TRK CGO HVY LHS M1074 (T39518) Draw NTC = 0
0	0	SEMITLR WTR POT 5K M1098 (S09989) Draw NTC = 6	0	7	TRK CGO MTV W/W (T41135) Draw NTC = 0
0	0	SEMITRL FB 22.5 TON M871 (S70027) Draw NTC = 31	0	25	TRK CGO MTV (T41203) Draw NTC =
0	0	SEMITRL LB 25 TON M172A1 (S70517) Draw NTC = 4	0	0	TRLR FB 11 TON M989 (T45465) Draw NTC = 0
0	0	SEMITRL LB 70 TON M1000 (S70859) Draw NTC = 3	0	0	FORKLIFT 6K LB (T48944) Draw NTC = 10
0	0	SEMITRL FUEL 5K M969A1 (S73372) Draw NTC = 22	0	0	FORKLIFT 10K LB (T49119) Draw NTC = 3

B. WHEEL VEHICLES (Continued)

NTC	HS	ITEM	NTC	HS	ITEM
0	0	SEMITRL VAN 6 TON M750 (S74832) Draw NTC = 3	0		FORKLIFT 4K LB (T49255) Draw NTC = 4
0	0	HEMMT 2500 GAL JP-8 W/W (T58161) Draw NTC = 0	0		TRLR CGO ¾ TON M101A1 (W95537) Draw NTC = 22
0	0	TRK TRACTOR HET M1070 (T59048) Draw NTC = 3	0		TRLR CGO 1 ½ TON M105A2 (W95811) Draw NTC = 100
0	4	HEMMT CGO MED CRANE M977 (T59278) Draw NTC = 43	0	39	TRLR WATER 400 GAL M149 (W98825) Draw NTC = 34
0	113	TRUCK CGO LMTV M1078 (T60081) Draw NTC = 0	0	0	TRK CGO 2 ½ TON M35A2 (X40009) Draw NTC = 121
0	7	TRUCK CGO LMTV W/W (T60149) Draw NTC = 220	0	0	TRK CGO DS 2 ½ TON M35A2C (X40077) Draw NTC = 0
0	0	TRUCK TRCTR MET (T61171) Draw NTC = 0	0	0	TRK CGO 2 ½ TON W/W (X40146) Draw NTC = 0
0	23	TRUCK TRCTR MTV (T61239) Draw NTC = 0	0	0	TRK CGO 2 ½ TON XLWB M36A2 (X40283) Draw NTC = 0
0	2	TRUCK TRCTR MTV W/W (T61307) Draw NTC = 0	0	0	TRK CGO 5 TON DS M818/923 (X40794) Draw NTC = 83
0	338	HMMWV M998 (T61494) Draw NTC = 220	0	0	TRK CGO 5 TON LWB M813/924 (X40831) Draw NTC = 0
0	0	HMMWV M998 W/ STINGER (T61494) Draw NTC = 220	0	0	TRK CGO 5 TON DS W/W M925 (X40931) Draw NTC = 0
0	8	HMMWV M1038 (T61562) Draw NTC = 22	0	0	TRK CGO 5 TON W/W LWB M926 (X40968) Draw NTC = 0
0	0	TRUCK CGO MTV LWB (T61704) Draw NTC = 0	0	2	TRK DUMP 5 TON M817/928 (X43708) Draw NTC = 10
0	55	TRUCK CGO MTV (T61908) Draw NTC = 0	0	0	FORKLIFT 6K (X48914) Draw NTC = 0
0	6	HEMMT WRKR M984A1 (T63093) Draw NTC = 11	0	0	TRK TRCTR 5 TON M931 (X59326) Draw NTC = 66
0	20	HEMMT 2500 GAL JP-8 (T87243) Draw NTC = 31	0	0	TRK TRCTR 5 TON W/W M932 (X59463) Draw NTC = 0
0	17	HMMWV ARM M1025 SCT (T92242) Draw NTC = 15	0	0	TRK VAN EXP 5 TON M820/934 (X62237) Draw NTC = 5
0	0	HMMWV ARM M1025 (T92242) Draw NTC = 15	0	0	TRK VAN SHOP 2 ½ TON M109 (X62340) Draw NTC = 11
0	17	HMMWV ARM W/W M1026 SCT (T92310) Draw NTC = 0	0	0	TRK WRKR 5 TON M543/M936 (X63299) Draw NTC = 7
0	0	HMMWV ARM W/W M1026 (T92310) Draw NTC = 11	0	0	TRLR CGO LMTV W/DS (Z36068) Draw NTC = 0
0	4	TRUCK VAN LMTV M1079 (T93484) Draw NTC = 0	0	0	TRLR CGO ¾ TON M101 (Z36272) Draw NTC = 0
0	37	TRLR PALLET LOAD M1076 (T93761) Draw NTC = 3	0	0	TRLR CGO MTV W/DS (Z90712) Draw NTC = 0
0	0	TRLR SPT UNIT (T94143) Draw NTC = 0	0	0	NBC RECON VEH (FOX) XM93 (Z93144) Draw NTC = 0
0	11	TRUCK WRKR MTV (T94709) Draw NTC = 0	0	0	TRUCK TNK POL MTV (Z94047) Draw NTC = 0
0	1	TPU TRUCK MTD (V12141) Draw NTC = 10	0	6	TRUCK VAN EXPANDO MTV (Z94560) Draw NTC= 0
0	1	TPU TRLR MTD (V19950) Draw NTC = 0	0	19	1120 LHS
0	0	M58 SMOKE VEH (G87229) Draw NTC =7	0	0	Model (LIN)
0	0	M966 HMMWV (YA0251	0	16	HOWITZER, 105MM M119 (H57505) NTC DRAW=0

C. ENGINEER EQUIPMENT (List quantity totals by type of track vehicles, wheel vehicles, and engineer equipment.)

NTC	HS	ITEM	NTC	HS	ITEM
0	0	BRIDGE AVLB (C20414) Draw NTC = 8	0	0	SCRAPER (S56246) Draw NTC= 0
0	0	VOLCANO M548 (D11049) Draw NTC = 0	0	0	SEMI TRLR LB 40 TON M870A1 (S70594) Draw NTC = 6
0	0	CEV (E56578) Draw NTC= 0	0	4	SEE (T34437) Draw NTC = 0
0	0	COMPACTOR (E61618) Draw NTC= 0	0	0	HEMMT MED CRN M985 (T39586) Draw NTC = 0
0	0	CRANE WHL MTD 20 TON (F39378) Draw NTC= 0	0	0	HEMMT MED CRN W/W M985 (T39654) Draw NTC = 0
0		GRADER (G74783) Draw NTC= 0	0	0	TRK TRCTR LET M916 (T91656) Draw NTC = 6
0	0	LAUNCHER AVLB (L43664) Draw NTC = 0	0	0	ACE M9 (W76473) Draw NTC= 0
0	0	LAUNCHER MICLIC (L67342) Draw NTC= 0	0	0	DOZER D7 W/W (W76816) Draw NTC = 2
0	0	MTG KIT MINE RLR (M18157) Draw NTC = 0	0	0	DOZER D7 W/RIP (W83529) Draw NTC = 0
0	0	MINE ROLLER (R11006) Draw NTC = 4	0	0	TRK, DUMP, 20T, M917 (X44403) Draw NTC = 0
0	0	ROLLER VIBRATORY (S12916) Draw NTC= 0	0	0	WOLVERINE
0	0	Model (LIN)	0	0	Model (LIN)

D. POWER GENERATION / ELECTRONIC EQUIPMENT (List quantity totals by type of power generation and MI electronic equipment.)

NTC	HS	ITEM	NTC	HS	ITEM
0	18	GEN SET SKID MTD 5KW (G11966) Draw NTC= 0	0	0	GEN SET DSL 5KW (J35813) Draw NTC = 10
0	79	GEN SET SKID MTD 3 KW (G18358) Draw NTC= 0	0	0	GEN SET DSL 10KW SKID MTD (J35825) Draw NTC = 2
0	2	GEN SET DSL (G35851) Draw NTC=	0	0	GEN SET DSL 30KW (J36109) Draw NTC = 4
0	20	GEN SET 10KW ON M116A2 (G42170) Draw NTC = 0	0	0	GEN SET 30KW ON M200A1 (J36383) Draw NTC = 6
0	7	GEN SET DED 5KW (G42238) Draw NTC= 0	0	0	GEN SET GAS 0.5KW (J43027) Draw NTC= 0
0	12	GEN SET DSL ENG (G53778) Draw NTC= 0	0	0	GEN SET GAS 1.5KW (J44055) Draw NTC= 0
0	2	GEN SET DSL SKID MTD (G54041) Draw NTC= 0	0	0	GEN SET GAS ENG 3KW (J45699) Draw NTC= 0
0	12	GEN SET SKID MTD 10KW (G74711) Draw NTC= 0	0	0	PWRPLNT 30KW MJQ-10 (P27819) Draw NTC = 0
0	1	GEN SET SKID MTD 10KW (G74779) Draw NTC= 0	0	0	PWRPLNT ELEC AN/MJQ-18 (P28015) Draw NTC = 0
0	0	GEN SET AN/MJQ-32 (G78238) Draw NTC= 0	0	0	PWRPLNT ELEC AN/MJQ-15 (P28075) Draw NTC = 0
0	0	RADAR, AN/MPQ-64 (G92997) Draw NTC= 0	0	0	PWRPLNT TRLR MTD 30KW (P42126) Draw NTC= 0
0	0	GEN SET DSL 15KW ON M299A (J35492) Draw NTC = 5	0	0	RADAR SET AN/PPS-5 GSR (Q16110) Draw NTC= 0

E. VEHICLE EXCEPTIONS (Justification to rail/line haul equipment from home station that is available in prepo fleet)

REMAINING IN PREPO	RAIL/ LINE HAUL	ITEM (LIN)	JUSTIFICATION
REMAINING IN PREPO	RAIL	ITEM (LIN)	JUSTIFICATION
0	58	BED CGO PLS M1077 (B83002) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	KITCHEN FLD TRL MTD (L28351) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	SEMITRL LB 25 TON M172A1 (S70517) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	HEMMT 25OO GAL JP-8 W/W (T58161) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	HEMMT CGO MED CRANE M977 (T59278) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	113	TRUCK CGO LMTV M1078 (T60081) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	7	TRUCK CGO LMTV W/W (T60149) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	23	TRUCK TRCTR MTV (T61239) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	TRUCK TRCTR MTV W/W (T61307) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	338	HMMWV M998 (T61494) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	8	HMMWV M1038 (T61562) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	55	TRUCK CGO MTV (T61908) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	6	HEMMT WRKR M984A1 (T63093) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	20	HEMMT 2500 GAL JP-8 (T87243) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	17	HMMWV ARM M1025 SCT (T92242) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	17	HMMWV ARM W/W M1026 SCT (T92310) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	4	TRUCK VAN LMTV M1079 (T93484) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	37	TRLR PALLET LOAD M1076 (T93761) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	11	TRUCK WRKR MTV (T94709) Draw NTC =0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	1	TPU TRUCK MTD (V12141) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	1	TPU TRLR MTD (V19950) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	3	TRK UTIL S250 SHELTER M1037 (T07543) Draw NTC= 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	79	TRK UTIL HVY M1097 (T07679) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	6	TRK AMB 4 LITTER M997 (T38844) Draw NTC =	Validation of UA MTOE, supports possible deployment ops, deployment training
0	7	TRK CGO MTV W/W (T41135) Draw NTC =	Validation of UA MTOE, supports possible deployment ops, deployment training
0	25	TRK CGO MTV (T41203) Draw NTC =	Validation of UA MTOE, supports possible deployment ops, deployment training
0	39	TRLR WATER 400 GAL M149 (W98825) Draw NTC = 40	Validation of UA MTOE, supports possible deployment ops, deployment training
0	6	TRUCK VAN EXPANDO MTV (Z94560) Draw NTC= 0	Validation of UA MTOE, supports possible deployment ops, deployment training

0	19	M1120 LHS	Validation of UA MTOE, supports possible deployment ops, deployment training
0	18	M1121 HMMWV (YA0251)	Validation of UA MTOE, supports possible deployment ops, deployment training
0	16	HOWITZER, 105MM M119 (H57505) NTC draw = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	4	SEE (T34437) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	18	GEN SET SKID MTD 5KW (G11966) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	79	GEN SET SKID MTD 3 KW (G18358) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	GEN SET DSL (G35851) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	20	GEN SET 10KW ON M116A2 (G42170) Draw NTC = 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	7	GEN SET DED 5KW (G42238) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	12	GEN SET DSL ENG (G53778) Draw NTC= 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	GEN SET DSL SKID MTD (G54041) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	12	GEN SET SKID MTD 10KW (G74711) Draw NTC= 0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	4	TRAILER, WELDING SHOP (W48391) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	7	FORKLIFT (T73347) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	DEUCE (T76541) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	2	TRK, DUMP M1090 (T64911/T64979) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	4	TRACTOR, WHEELED (T34437) Draw NTC=0	Validation of UA MTOE, supports possible deployment ops, deployment training
0	1	GEN SET SKID MTD 10KW (G74779) Draw NTC= 0	Validation of UA MTOE, supports possible deployment ops, deployment training

APPENDIX E

EXAMPLE TROOP LIST EXCEPTION LIST

The exceptions to FORSCOM Regulation 350-50-1 are as follows.

1. ATS Section
2. Environmental Team
3. MET Section
4. ALO
5. Weather Section
6. MSMC(-)/ ASMC(-)
7. SIGS
8. JSTARS
9. Split based Intel operations and communications
10. FST
11. Container Handling System (CHU)
12. Demolition Effects Simulators
13. TAIS Support
14. Operation Management Team
15. EC130-H
16. SOF Team
17. JNN
18. MSE
19. Engineer Platoon (CSE)
20. Chemical Company
21. ASOS
22. Mobility Augmentation Element (MAE)
23. Military Working Dog Team
24. OGA LNO
25. MTT/SPTT
26. BATS
27. Rover 3
28. Remote Video Terminal (RVT)
29. Guardrail
30. EA6-B
31. RC-135
32. Horned Owl
33. F14 TARPS
34. F18 LANTIRN
35. Predator UAV
36. Hunter UAV
37. Intelligence Fusion System (IFS)
38. Pathfinder
39. ACT-E
40. ROWPU
41. Internment/Resettlement Platoon
42. Light Weight Counter Mortar Radar (LCMR)
43. Public Affairs Office
44. Aviation Task Force
45. MLRS Battery (-)
46. Sentinel Radar

1. Air Traffic Services: 2BCT requests an ATS section consisting of 6 personnel and accompanying equipment to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies the requirement to have an Air Traffic Service Section in support of a light infantry brigade combat team rotation. The ATS section consists of 6 personnel. 2BCT and Fort Carson do not possess this capability.

Who Funds:

2nd/3rd Order Effects:

Additional Railcars Required: **NO**

Additional O/Cs Required: **NO**

OPFOR Augmentees Required: **NO**

NTC Recommendation: YES

Historical Precedent:

G3 Recommendation: YES

CG Decision: APPROVED DISAPPROVED

Comment:

2. Environmental Team: 2BCT requests an environmental team consisting of 29 personnel, as well as 2 scoop loaders, 4 SEEs, 11 trucks, and 1 trailer to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies the requirement to have an environmental team to support of a light infantry brigade combat team rotation. The environmental team consists of 29 personnel, as well as 2 scoop loaders, 4 SEEs, 11 trucks, and 1 trailer. 2BCT does not possess the aforementioned equipment and operators. Based on unit deployments and movements, Fort Carson also does not possess this capability.

Who Funds:

2nd/3rd Order Effects:

Additional Railcars Required: NO

Additional O/Cs Required: NO

OPFOR Augmentees Required: NO

NTC Recommendation: YES

Historical Precedent:

G3 Recommendation: YES

CG Decision: APPROVED DISAPPROVED

Comment:

APPENDIX F

OPERATION GROUP MISSION SUPPORTABILITY LETTER

DEPARTMENT OF THE ARMY
OPERATIONS GROUP, NATIONAL TRAINING CENTER
FORT IRWIN, CA 92310

ATXY-P 08 May 2006

MEMORANDUM FOR Commanding General, National Training Center, ATTN: G3, Fort Irwin, CA 92310

SUBJECT: Operations Group Statement of Support for Rotation 06-08, 2nd Infantry Brigade Combat Team, 2nd Infantry Division.

1. References: Memorandum, Headquarters, 7th Infantry Division and Fort Carson, 6101 Wetzel Ave, BLDG 1430, Fort Carson CO 80913-4145; dated 07 April 2006.

2. This memorandum contains Operations Group's supportability comments on the requested missions, assets and troop list exceptions for NTC Rotation 06-08.

3. Requested missions. Request mission rehearsal exercise (MRE) focused on Stability and Reconstruction Operations with LFX training.

a. General. The 2-2 ID conducts NTC Rotation 06-08 under the modular Infantry Brigade Combat Team design. 2-2 ID deploys to NTC under the command and exercise control of the 52ID (M) DTOC. 2BCT commands and controls a modular, light BCT with two infantry battalions, one RSTA squadron, one artillery battalion, one special troop's battalion, and one support battalion. All forces will be digitally equipped with the Army's newest suite of Army Battle Command Systems (ABCS 6.4)

b. Requested missions:

1) Conduct Command and Control of operations.

a) Synchronize operations of six organic battalions and HN security forces (ISF). **Supportable – ISF forces based upon filling of augmentee requirements**

b) Synchronize lethal and non-lethal effects against a dynamic, motivated, insurgent-based enemy in a challenging, complex COE scenario. **Supportable**

c) Integrate HN military and police forces into operations. **Supportable - ISF forces based upon filling of augmentee requirements**

d) Execute BCT staff battle rhythm and command post operations in a challenging, tactical environment. **Supportable**

e) Employ Army Battle Command Systems across the BCT. **Supportable**

f) Execute coordination of conventional and SOF operations. **Supportable with 10th Group internal O/C Augmentation**

g) Conduct Liaison with Coalition Forces and Outside Agencies. **Supportable with O/C Augmentation**

2) Plan and execute Tactical Deployment/Redeployment Activities. **Supportable**

3) Plan and execute Full Spectrum Operations in a COIN environment at the BCT and Battalion levels. **Supportable**

4) Plan and execute Civil-Military Operations at the BCT and Battalion levels. **Supportable**

5) Plan and execute ISR operations at the BCT and Battalion levels. **Supportable**

6) Plan and execute sustainment operations at the BCT and Battalion levels. **Supportable**

7) Execute FOB operations. **Supportable**

8) Execute detainee handling operations as a system within the BCT from point of capture through processing into a BCT detainee holding facility. **Supportable**

9) Execute motorized operations. **Supportable**

10) Employ the BSTB as an independent C2 node to plan and execute operations as a maneuver HQ or MiTT HQ. **Supportable**

11) Employ SOF and inter-agency forces in BCT operations. **Supportable with O/C Augmentation**

12) Employ FA BN as a motorized infantry task force. **Supportable**

c. LFX Training Objectives:

1) Execute NTC resourced LFXs using OIF scenario during MRE.

a) Urban terrain.

b) OIF ROE.

c) Combattants mixed with non-combattants. **All live fire training objectives Supportable**

2) Execute LFXs with mounted/dismounted (motorized) elements; scenarios that require the transition from mounted to dismounted operations.

3) Lethal Fires integration. **Supportable**

4) Requested LFXs.

a) Platoon-level cordon and search/raid LFX. **Urban Operations LFX - Supportable**

b) Platoon-level patrol/convoy LFX (Combat Patrol). **Combat Patrol LFX - Supportable**

4. Troop list exceptions.

a. Air Traffic Services: 2BCT requests an ATS section consisting of 6 personnel and accompanying equipment to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies the requirement to have an Air Traffic Service Section in support of a light infantry brigade combat team rotation. The ATS section consists of 6 personnel. 2BCT and Fort Carson do not possess this capability. **Troop List Exception determined by FORSCOM, Supportable with O/C Augmentation**

b. Environmental Team: 2BCT requests an environmental team consisting of 29 personnel, 2 scoop loaders, 4 SEEs, 11 trucks, and 1 trailer to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies

the requirement to have an environmental team to support of a light infantry brigade combat team rotation. The environmental team consists of 29 personnel, 2 scoop loaders, 4 SEEs, 11 trucks, and 1 trailer. 2BCT does not possess the aforementioned equipment and operators. Based on unit deployments and movements, Fort Carson also does not possess this capability. **Troop List Exception determined by FORSCOM, Supportable with O/C Augmentation**

c. MET Section HHB: 2BCT requests a MET section consisting of 10 personnel and accompanying equipment to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies the requirement to have a MET Section HHB in support of a light infantry brigade combat team rotation. The MET section consists of 10 personnel and 3 HMMWVs. Because of the new MTOE, 2-17 FA of does not possess this capability. **Troop List Exception determined by FORSCOM, Supportable**

d. Air Liaison Office Team: 2BCT requests an ALO Team consisting of 19 personnel and accompanying equipment to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies the requirement to have an Air Liaison Office Team in support of a light infantry brigade combat team rotation. The ALO Team consists of 19 personnel. Currently, 13 ASOS supports 3BCT, 4ID and 3ACR with ALO Teams at Fort Carson but cannot support 2BCT with this capability. **Supportable. Coordinate through A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

e. Weather Section: 2BCT requests a Weather Section consisting of 10 personnel and accompanying equipment to support NTC Rotation 06-08. FORSCOM Reg 350-50-1 identifies the requirement to have a Weather Section in support of a light infantry brigade combat team rotation. The Weather Section consists of 10 personnel and 3 HMMWVs. 2BCT and Fort Carson do not possess this capability. **Raven Supportable**

f. Main Support Medical Company (-) / Area Supply Medical Company (-): 2BCT requests a MSMC/ASMC consisting of 28 personnel and accompanying equipment to support NTC Rotation 06-08. The MSMC(-) / ASMC(-) will provide support to DTOC augmentees, DSA, and EOC personnel, and soldiers evacuated from the ROTATIONAL BRIGADE whose condition do not require admission to MEDDAC but cannot return to training, will support live fire administrative requirements, and act as the clinical liaison for the rotational brigade surgeon. C/118 Area Support Medical Company of Ohio was scheduled to support this requirement but has fallen out, and Fort Carson does not have this capability due to deployments. **Troop List Exception determined by FORSCOM, Supportable with O/C Augmentation**

g. Synthetic Imagery Generation System (SIGS): 2BCT requests SIGS to support NTC Rotation 06-08. SIGS leverages national and theater level classified imagery and converts it to unclassified imagery of the maneuver box that replicates Intelligence Surveillance and Reconnaissance (ISR) capabilities that would normally be available to the commander. The imagery classification requires that it be sent first to Fort Hood to be declassified. Once the imagery is processed it is sent through the Trojan Spirit or NIPRNET/NES to NTC. Operations group would then forward it for use in the exercise. Imagery would be provided down to the Brigade TOC level or lower, depending on the communications pipelines or courier available. Imagery would be passed from Ft Hood via normal email systems to the 52 ID, where O/Cs can review it before sending out to the Brigade via FTP from an ASAS-RWS. **Supportable**

h. JSTARS: 2 BCT requests JSTARS support from the USAF during the period of force-on-force maneuver for NTC 06-08. 2 BCT requests that NTC supply CSTAR wrap-around support during the same period to ensure a realistic picture of the battlefield. JSTARS and CSTAR information is a key Intelligence, Surveillance, and Reconnaissance (ISR) component to battlefield awareness, enemy Course of Action (COA) development, battle tracking, intelligence systems cueing, and combat systems synchronization. NTC 06-08 provides a good venue to train the command's intelligence soldiers to effectively leverage the brigade's tactical concept for situational dominance. USAF flies JSTARS aircraft during force-on-force operations with coverage times of 1300Z to 2000Z each training day with a 1 minute revisit rate. A Common Ground Station (CGS) for the downlink is organic to the Military Intelligence Company at the BDE TOC. CSTARS support is requested by 2/2 BCT from NTC contractors during the same period. **Supportable for virtual CWIN @ NTC. For live asset coordinate through A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

i. Split-based Intelligence Operations and Communications: 2BCT requests Split-based Intelligence Operations and Communications to support NTC Rotation 06-08. This allows the commander the ability to leverage intelligence resources he is unable to bring into an immature theater in a manner timely to his mission. For the 06-08 rotation, the Analysis and Control Element (ACE) MAIN at Ft. Hood will disseminate intelligence to an ASAS machine located in the STAR WARS building. For communications security, Net Encryption System (NES) would be used for the feed between the ACE MAIN and STAR WARS building. This requires no increase to the number of personnel authorized by the standard rotational template. It does require the use of ASAS systems at all echelons, and allows information flow between units at Ft. Irwin and Ft. Hood. Total ASAS-L required to support at NTC will be 14 (5/BCT S2, 2 per each maneuver battalion, 1 each per STB, BSB, FA BN). **Not Supportable. Necessary ASAS equipment is available at the 52 ID DTOC in order to disseminate exercise traffic. The ACE at Ft. Hood would be unable to provide timely intelligence to the rotational unit due the dynamic scenario under which the rotational unit will operate**

j. Forward Surgical Team (FST): 2BCT requests a FST to support NTC Rotation 06-08. The FST will provide a rapidly deployable surgical capability for 1 BCT, enabling patients to withstand further evacuation as a result of the extended battlefield. It will augment and complement the emergency treatment capabilities of the Brigade. By doctrine, the FST habitually supports the Medical Company of the FSB. In order to effectively train to the wartime mission, it is imperative that the FST participate in the NTC Rotation and applicable train-up exercises. **Supportable with O/C Augmentation of 1 X LTC/MAJ 65D or 1 X CPT/LT 70B and 1 X 91W40**

k. Container Handling Unit (CHU): 2BCT requests to bring CHU to support NTC Rotation 06-08. Container handling units rapidly upload and download containers, enabling the further use of the LHS system. The 2 FSB MTOE authorizes 7 CHU. Request permission to rail CHUs to the NTC in order to assist in CSS operations. **Supportable**

l. Demolition Effects Simulators (DES). 2 BCT requests to employ DES during force-on-force training at NTC Rotation 06-08. The DES simulates engineer munitions in a manner similar to Hoffman devices, and will enhance training by producing a realistic explosive signature for engineer personnel. This exception will not require any additional resources or O/C support. **Supportable**

m. TAIS: The purpose of the Tactical Air Integration System is to enhance A2C2 coordination. TAIS is a critical link between Division and Corp in establishing and maintaining A2C2 coordination across the battlefield. TAIS allows the Brigade dynamic airspace for coordination. TAIS is the future A2C2 manager and enhances the Brigades airspace management. TAIS is part of the 2 BCT MTOE. **Supportable**

n. Operation Management Team: The Operational Management Team Section directs HUMINT activities during operational employment. It assists tactical HUMINT Teams by providing technical guidance and control while operating within the BCT. It coordinates HUMINT collection requirements and the operations of supported units with the S2X team. This section provides quality control over reporting by the collection teams. The OMT is organic to the BCT MI Company. **Supportable**

o. EC-130H Compass Call: Compass Call provides disruptive communications jamming and other unique capabilities to support the brigade commander. COMPASS CALL provides a non-lethal means of denying and disrupting enemy communication and jamming some types of IEDs to prevent accurate targeting of friendly forces reducing losses to friendly forces. **Supportable for virtual EH-130 @ NTC. For live asset coordinate through A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

p. Special Operations Forces Team: 2BCT requests the addition of an ODB at 2 BCT HQ, and integration of an ODA or element that replicates an ODA during NTC Rotation 06-08 will assist in preparing 2 BCT for the current operational environment throughout the world. The addition of the ODB at Brigade will allow the unit to incorporate SOF into mission planning, while the ODA will integrate into mission execution. NTC 06-08 will be 2 BCT's first opportunity to incorporate SOF into training that replicates the current environment encountered by BCTs deployed in support of the GWOT. 10SFG

indicated interest in sending 4 x ODA Teams to support the rotation. **Request for ODA is approved through FORSCOM; virtual and/or constructive SOF is also supportable.**

1. SOF Requested Missions:

a) "Infiltrator Scenario" not recommended unless there is a method/mechanism that gives the ODA the chance to discover any AIF tendencies (screening packet inconsistencies, behavior and or contact with persons outside the norm, possession of questionable items), in short, the detachment must be given some subtle clue(s) prior to the betrayal act. **Supportable**

b) Request that each 30 pax ISF/ ISOF have 1x SSG (E-6) and 3x SGT or CPL. Normally ODA would conduct a selection event that would enable leader identification however, scenario time constraints prohibit this. **Supportable if OPFOR augmentation is met IAW 350-50-1**

c) First week is for battlespace coordination, establishment of rapport and training of indigenous (FID mission sets), second week is for D/A mission sets.

ODA 071 mission sets:

- Conduct training of indigenous special forces strike platoon (FID)
- Cordon and search (D/A confidence TGT with Bn) (tgt#1)
- D/A combined stand-off target interdiction (sniper mission) (tgt #2)

ODA 083 mission sets:

- Conduct training of indigenous special forces strike platoon (FID)
- Conduct PR with BN (D/A SFAUC AMOUT confidence TGT) (tgt # 1)
- D/A combined stand-off target interdiction (sniper mission) (tgt #2)

Supportable

d) Conduct combined ODA/ISF culmination TGT (D/A: 071 sniper role, 083 assault role) (tgt# 3 for both) **Supportable**

e) CJSOTF / FOB provided items and functions:

- Team house infrastructure: generator
- Team house infrastructure: light sets (see sketch)
- Team house infrastructure: cots for ISF / ISOF (60 total)
- Team house infrastructure: air conditioning units
- Team house infrastructure; HESCO barriers
- Chow (teams normally contract cooks)
- Classes I-X is always thru FOB to CJSOTF as primary method
- Civilian vehicles for close target recon (4 ea) **Non Supportable. Vehicles may be contracted from local agencies/all vehicles must be equipped with MILES**
- Iraqi army type vehicles to move the ISOF unit in the battlespace (ISOF owns them)
- Platforms to move team gear from staging area to the team house on infil and to and from the above on exfil.
- Interpreters (5 is ideal; 1x AOB, 2x ODA, however, 3 is needed minimum) **Supportable – Interpreter support paid by FORSCOM, Rotation is funded for 8 CAT 1 and 32 CAT 2 interpreters, additional interpreters funded by BCT**
- Indigenous civilian clothes for ISF / ISOF to be trained **Supportable**
- ISF / ISOF "specially selected" Iraqi soldiers who have been "screened", 30 pax per ODA

Non-Supportable. NTC does not have sufficient infrastructures within the villages

to support a Team House for each ODA. ODAs must coordinate with BCT to establish SOF Compound within FOBs

Supportable SOF must coordinate with BCT for all other request

q. Joint Node Network (JNN): 2BCT requests JNN support for NTC Rotation 06-08. JNN fielding is currently scheduled for 2BCT in April and will last 12 weeks. Current fielding should allow 2BCT to bring organic JNN to NTC; however, any conflicts or changes to fielding may affect 2BCT's ability to field in time for NTC 06-08. If JNN is not fielded in time, 2BCT will need assistance in replicating this system. The JNN is organic to the STB Signal Company. The JNN replaces the Mobile Subscriber Equipment (MSE) and acts as the backbone of the BCT's digital communications system. The JNN increases the amount of data transfer capability in the BCT, allows a greater density of systems on the network, and increases the range of that transfer capability because it is a satellite based system. The increased capability at BN TOCs increases the situational awareness of units within the BCT by improving the vertical and lateral dissemination of information. NTC 06-08 will be the first opportunity 2 BCT has to train with this system at increased ranges. **Supportable**

r. Mobile Subscriber Equipment (MSE): The JNN replaces the Mobile Subscriber Equipment (MSE) and acts as the backbone of the BCT's digital communications system. However, the Army is in the early stages of fielding JNN, and due to shortages across the Army, there are no JNN companies available to support the BCT at NTC. Our organic JNN Company is scheduled to field JNN in APR. If JNN fielding slips to the right by more than 2 weeks, the BCT will not be able to bring JNN to our MRE and will require an MSE/JNN equipped signal company to provide the communications backbone to the BCT. **Supportable**

The Mobile Subscriber Equipment (MSE) forms a network that covers an area occupied by unit subscribers. A typical grid is made up of four to six centralized Node centers which make up the hub or backbone of the network. Throughout the maneuver area, subscribers connect to local call switching centers by radio or wire. These switches or extension nodes provide access to the network by connecting to the Node centers.

The MSE system provides communications in an area of up to 15,000 square miles. The system is digital, secure, highly flexible, and contains features that deal with link outages, traffic overload, and rapid movement of users.

The MSE system provides both voice and data communications on an automatic basis using a technique called flood search routing. The system supports both mobile and wire subscribers with the means to exchange communications, data, and intelligence information in a dynamic tactical environment. The Tactical Packet Network (TPN) portion of MSE is a packet switching network that is overlaid on the circuit switching network of MSE. Along with providing data communications, the TPN provides data interoperability with adjacent systems, including commercial networks.

s. Engineer Platoon (CSE): Request an Engineer Platoon (CSE) to augment the assigned Engineer Company for 2 BCT which is necessary for the enhancement of its force protection requirements. The 2 BCT HQ has no internal ability for force protection enhancements such as the emplacement of the TOC and crew served weapons and individual fighting positions. The extent and support the BCT receives from force protection assets can directly influence the degradation of aircraft availability. In addition the SEE platoon can build airstrips for the TUAV. Current assets are insufficient to accomplish the BCT mission. **Supportable**

t. Chemical Company: 2 BCT requests a Chemical Company (-) to provide thorough decontamination (M12A1) and battlefield obscuration (M58 equipped). The 2 BCT has no internal thorough decon nor smoke capabilities. 2 BCT requires training on integration of Chemical assets into both HIC and SOSO operations.

u. ASOS: 2 BCT requests ASOS support for NTC rotation 06-08. The ASOS will assist in the planning and execution of CAS missions during the rotation. CAS is an integral part of HIC and SOSO operations and NTC 06-08 will be 2 BCT's first opportunity to exercise the staff planning and mission execution critical to the current world operational environment. **Supportable Coordinate through**

A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093

v. Mobility Augmentation Element: Request a Combat Engineer element for 2nd BCT which is necessary for an in-stride breech and a gap crossing capability. The 2nd BCT HQ has no internal ability to conduct an in-stride breech or any gap crossing under the new BCT/UA MTOE. The addition of a Mobility Augmentation Element will assist in validating the new UA modular design during the BCT's NTC rotation. **Supportable with O/C augmentation**

w. Military Working Dog Team: Request a Military Working Dog Team for 2nd BCT which is necessary to assist in SOSO operations. The 2nd BCT HQ has no internal ability to screen for hidden explosives under the new BCT/UA MTOE. **Supportable**

x. Other Governmental Agencies (OGA) LNO: Request an OGA LNO from the Central Intelligence Agency for 2 BCT which is necessary to assist in SOSO operations. This LNO will allow the 2 BCT HQ to train coordination utilizing CIA assets. This will be the first opportunity for 2 BCT to incorporate this asset into it's training plan. **Troop List Exception determined by FORSCOM, Supportable with O/C Augmentation**

y. MTT/SPTT: Request MTT/SPTT replication. 2 BCT requires the ability to replicate coordination of MTT/SPTT within the BCT AO. This will be the first opportunity for 2 BCT to incorporate this asset into its training plan. This requires a company's worth of Iraqi role-players to replicate the Iraqi forces in theater. There is currently no one allocated to fulfill this role. **Supportable**

z. Biometric Automated Tool Set (BATS): 2BCT requests BATS to support NTC Rotation 06-08. It provides the commander with a nearly infallible system of identifying individuals using facial recognition software, retinal scan, fingerprints and photography. The system creates a file of the individual's biometric information and stores it in a database which can be transmitted to a central registry and interfaced with the Army ASAS-L database. This system provides a greater success rate in identifying person attempting to deceive US and Coalition Forces by giving a false name or using false identification documentation. This is essential for targeting in an unconventional conflict. **Non-Supportable**

aa. ROVER III: 2BCT requests ROVER III to support NTC Rotation 06-08. Provides the commander with real-time full motion video from Predator, Pioneer Hunter, Shadow, Global Hawk, Dragon Eye, and LANTRIN Pods on F-18A, F-16s, F-14 for situational awareness, targeting, surveillance and reconnaissance in his tactical operations centers. **Supportable Three each ROVER III systems on hand at the NTC**

bb. Remote Video Terminal (RVT): 2BCT requests RVT to support NTC Rotation 06-08. Provides the brigade's battalions with real-time video feed from the Shadow 200, five systems, one system per maneuver battalion, field artillery battalion and brigade support battalion. **Supportable. Coordinate through PM Raven - Mr. Phil Owen – phil.owen@tuav.redstone.army.mil or comm. 256-683-0099**

cc. Guardrail Common Sensor (GRCS): 2BCT requests GRCS to support NTC Rotation 06-08 in accordance with its collection plan. This platform provides communication intercept and direction finding capability to the commander. Fused with other intelligence it is used to target the enemy. It provides situational awareness and cues other intelligence sensors as well. Combined with the prophet ground system it can be used to accurate locate the origin of some types of enemy communication devices. **Supportable. Coordination required with spectrum management**

dd. EA-6B Prowler: 2BCT requests EA-6B Prowler to support NTC Rotation 06-08. The Prowler provides disruptive communications jamming and other unique capabilities to support the brigade commander. EA-6B provides a non-lethal means of denying and disrupting enemy communication and jamming some types of IEDs to prevent accurate targeting of friendly forces reducing losses to friendly forces. **Supportable. Coordinate through Fleet Forces Command. Mr. Russ Williams – Russell.williams1@navy.mil or DSN 836-4699**

ee. RC-135 Rivet Joint: 2 BCT requests Rivet Joint to support specified missions in accordance with its collection plan. Rivet Joint is capable of conducting ELINT and COMINT intercept operations against targets at ranges of up to 240 kilometers to provide direct, near real-time reconnaissance information and

electronic warfare support to commanders and combat forces. The commander will use Rivet Joint combined with other COMINT platforms to provide comprehensive converge of his area in support of combat operations. **Supportable. Coordinate through A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

ff. Horned Owl: 2BCT requests Horned Owl to support NTC Rotation 06-08. Aircraft has a ground penetrating radar system that can identify metallic material up to 8 feet below the surface. It is a valuable asset to the commander to help him focus his combat patrols in areas where the enemy may be have established subterranean weapons caches. **Supportable. Coordinate with A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

gg. F-14 TARPS: 2BCT requests F-14 TARPS to support NTC Rotation 06-08. Provides the commander with a near all-weather aerial surveillance, reconnaissance and strike platform. Equipped with the LATRIN pod it can provide the commander with real-time video (FLIR) via the ROVER III in his tactical command center. The commander can communicate directly with the aircraft via his ALO. This is a significant multiplier to his overall ISR capability. **Aircraft being withdrawn from active service, no F-14 A/C in COMNAVAIRPAC**

hh. F-18A w/ LANTIRN: 2BCT requests F-18A w/LANTIRN to support NTC Rotation 06-08. Provides the commander with a near all-weather aerial surveillance, reconnaissance and strike platform. Equipped with the LATIRN pod it can provide the commander with real-time video (FLIR) via the ROVER III in his tactical command center. The commander can communicate directly with the aircraft via his ALO. This is a significant multiplier to his overall ISR capability. **Supportable. Coordinate with A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

ii. Predator UAV : 2BCT requests Predator UAV to support NTC Rotation 06-08. An unmanned aerial vehicle capable of carrying out real time imagery intelligence, artillery adjustment, battle damage assessment, reconnaissance and surveillance, target acquisition and battlefield observation mission. The system augments the brigade commander's organic TUAV Shadow 200. It provides a combination of longer operating range, greater stealth, longer endurance and better optics and it has less limitations on operating weather conditions. The commander combines this asset with his organic TUAV for more complete coverage of his area. **Supportable – Virtual @ NTC. For live asset coordinate with A3/JEACC – Yip Delong yale.dlong@langley.af.mil or DSN 574-4093**

jj. HUNTER UAV: 2BCT requests HUNTER UAV to support NTC Rotation 06-08. An unmanned aerial vehicle capable of carrying out real time imagery intelligence, artillery adjustment, battle damage assessment, reconnaissance and surveillance, target acquisition and battlefield observation mission. The system augments the brigade commander's organic TUAV Shadow 200. It provides a combination of longer operating range, greater stealth, longer endurance and better optics and it has less limitations on operating weather conditions. The commander combines this asset with his organic TUAV for more complete coverage of his area. **Supportable - Virtual @ NTC**

kk. Intelligence Fusion System (IFS): 2BCT requests IFS to support NTC Rotation 06-08. The system is an ASAS-L ran on a DELL high end processor. It allows the brigade to process, store and access large sums of information for analytical purposes. It precludes the need to use operational ASAS-L for this function that does not have the processing power and would significantly slow down the systems. The brigade has four of these systems, two in the ACT-E and two in the brigade S2 section. It provides collateral (Secret) visualization and dissemination of intelligence products at all echelons (battalions to EAC). It is the commander's conduit to the all source correlated (fused) intelligence picture. IFS provides a robust set of nontraditional intelligence analysis tools for use in SOSO environments with a multi-Int capability. **Supportable**

ll. Pathfinder: 2BCT requests Pathfinder to support NTC Rotation 06-08. A powerful correlation database and search engine. It allows the commander's intelligence soldiers to more rapidly and thoroughly search large databases for information needed to conduct analysis and produce intelligence. **Supportable**

mm. Analysis Control Team-E (ACT-E): 2BCT requests ACT-E to support NTC Rotation 06-08. The ACT-E is a mobile, tactically deployable, self-contained, fully integrated system capable of performing information processing, networking and communications. It is necessary to provide the commander with near real time enemy situational awareness, tactical warning and force protection on the move by processing large volumes of intelligence and sensor data and disseminating and reporting that information throughout the brigade combat team. **Supportable**

nn. Reverse Osmosis Water Purification Unit (ROWPU): 2BCT requests ROWPU to support NTC Rotation 06-08. The ROWPU enables the CSS Commander to provide potable water from any water source for the brigade. 2 BSB MTOE authorizes 2 Light Weight Tactical Water Purification Systems and 1 Tactical Water Purification system, but 2 BCT is not scheduled to complete fielding until 22 June. If fielding slips to the right by more than 2 weeks, 2 BCT will not have any organic water purification capability. **Supportable**

oo. Internment and Resettlement MP Platoon: 2BCT requests an Internment and Resettlement MP Platoon to support NTC Rotation 06-08 in addition to MP Platoon in STB. Under the current brigade MTOE, there will be one Military Police (MP) platoon (41 personnel) assigned to the Brigade Special Troops Battalion. This MP platoon will train on various tasks within the five MP functions. During the brigade's rotation at NTC, it is going to be necessary for every unit to go through the internment and resettlement process and their roles in processing prisoners. If the brigade's organic MP platoon is required to support the entire IR mission, they will not have time to take part in any other missions necessary for their training, evaluation, and success in combat. Attaching an IR platoon would allow experts to guide every unit in the brigade through the correct procedures for processing and handling detainees and dislocated civilians; in addition, it will free up the brigade MP platoon for other necessary training. **Troop List Exception determined by FORSCOM, Supportable with MP Company O/C Augmentation**

pp. Lightweight Counter Mortar Radar: 2BCT requests LCMR assets for NTC rotation 06-08 in order to train counterfire procedures utilizing the LCMR. The BCT was allocated two LCMRs during its recent OIF deployment; however, personnel turnover will diminish the subject-matter expertise within the BCT and BN TF TOCs. Besides being able to refine counterfire procedures, the availability of the LCMR will force staffs to consider employment factors in concert with other counterfire radar assets. **Supportable**

qq. Public Affairs Detachment: 2 BCT requests the addition of 1 Public Affairs Detachment to NTC Rotation 06-08. The detachment will integrate with 2 BCT and allow the rotational unit to exercise Public Affairs planning and synchronization and allow the manning of a media operations center to meet the rotational demand for media on the battlefield simulation. PA participation in the rotation is critical to 2 BCT's preparation for operational deployments since 1 Public Affairs Detachment will augment the BCT during real-world deployment and the commander of the detachment will serve on the commander's special staff. NTC 06-08 will be the first opportunity to integrate Public Affairs planning and support into 2 BCT training. Currently, 114 PAD of New Hampshire is scheduled to support NTC Rotation 06-08. **Troop List Exception determined by FORSCOM, Supportable with O/C Augmentation**

rr. Aviation Task Force: 2 BCT requests the addition of an Aviation Task Force to NTC Rotation 06-08. The TF will provide 2 BCT with the ability to conduct air assault missions, air recon, air medevac, air resupply, and attack helicopter support. Integrating the AVN TF into 2 BCT also allows the 2 BCT staff to conduct critical aviation planning and coordination. Initial coordination with 1st Cavalry Division indicates that an Aviation Battalion Task Force (3-227 AVN) may be provided by 1st Cavalry Division, consisting of 2xUH-60 companies and 1xAtk Avn company. 3-227 AVN is currently standing up and lacks personnel and equipment at this time. **Troop List Exception determined by FORSCOM, Supportable with O/C Augmentation**

ss. MLRS Battery (-): 2BCT requests an MLRS Battery (-) consisting of 50 personnel, as well as 3 x M270 Launchers, 3 x HEMMTs with HEMAT trailers, 6 x HMMWVs, 1 x 5-ton, 1 x FRS, 2 x M1068s, 1 x M978 fueler and 1 x M88 to support NTC Rotation 06-08. Based on current MNC-I task organizations for Divisional responsibilities, a Brigade Combat Team has the potential to receive counterfire support from an MLRS battery (-) using unitary GMLRS munitions. 2BCT does not possess the aforementioned equipment and operators. Based on unit deployments and movements, Fort Carson also does not possess this capability. **Supportable**

tt. Sentinel Radar: 2BCT requests Sentinel Radar to support NTC Rotation 06-08. The Sentinel Radar will provide an airspace management and coordination capability that is essential to the operations of the Air Defense and Airspace Management (ADAM) Cell in the Brigade. The Sentinel Radar will allow the BCT to effectively manage its complex airspace due to its increased usage of UAV platforms. The Sentinel will also allow the BCT to receive the local airspace picture in the Tactical Operations Center through its ABCS systems and deconflict airspace use with the numerous sorties of UAVs, fixed-wing and rotary wing aircraft. The current push in the OIF Theater is to position Sentinel Radars at the BCTs IOT prevent fratricide and coordinate airspace use. It is imperative that the BCT incorporate this capability in an MRE and train effectively for possible upcoming missions. **Supportable**

5. Miscellaneous.

(a) Spectrum: All radio systems and UAVs require direct coordination with the Spectrum Management Division. POC is MR. Tate, DSN 470-3043. The use of short-range Family Service radios is authorized only during the RSOI period. Civilian scanners are not authorized at the National Training Center.

(b) Bike Lake Airfield. No bivouac authorized at the Bike Lake Airfield. All life support will occur from the dust bowl. Unit commanders can leave a small number of personnel at Bike Lake Airfield to ensure security of equipment.

(c) Building 988, Operations Center: Unit must coordinate with NTC Operations Group, Mr. O'Dell, DSN 470-6621 for integration of any equipment or data in and out of building 988 to support DTAC Operations. Coordination will occur NLT two weeks prior to unit's deployment.

(d) JSTARS. If the rotational unit requests JSTARS, unit must request (through Air Force channels) a connectivity flight to test the data link prior to the first flight. A second Common Ground Station with operators must be provided to 52 ID (M) Headquarters (Bldg 998).

(e) Aviation Support Equipment. All aviation units must deploy with the appropriate ground and air safety equipment to support operations to include tie downs for high winds, fire prevention equipment, and associated reflective gear for operations during periods of limited visibility.

6. The Operations Group point of contact is LTC Cameron Kramer, Chief of Plans, at (760) 380-4619 or DSN 470-4619.

//ORIGINAL SIGNED//
DAVID R. HOGG
COL, AR
Commanding

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Dr. Stephen D. Coats
DJIMO
USACGSC
100 Stimson Avenue
Fort Leavenworth, KS 66027-2301

Mr. Stephen G. Whitworth
DJIMO
USACGSC
100 Stimson Avenue
Fort Leavenworth, KS 66027-2301

Mr. Richard A. Totleben
CTCD
101 Meade Avenue
Fort Leavenworth, KS 66027-2301