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Headquarters, United States Army Forces Command  
1777 Hardee Avenue, SW.  
Fort McPherson, Georgia 30330-1062  
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FORSCOM Regulation 350-50-1

**Training**  
**TRAINING AT THE NATIONAL TRAINING CENTER**

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**History.** The regulation supersedes Forces Command regulation (FORSCOM Regulation 350-50-1, dated 1 July 2002).

**Summary.** This regulation outlines the National Training Center (NTC) training program, opposing force augmentation, NTC Leader Training Program, reserve component (RC) direct support and general support Maintenance Program, and prescribes FORSCOM policies, objectives, and responsibilities for active component and RC units deploying to the NTC for training.

**Changes.** Changes to this regulation are not official unless authenticated by the Deputy Chief of Staff, G-6, FORSCOM.

**Suggested improvements.** The proponent of this regulation is the Deputy Chief of Staff, G-3. Users are invited to send comments and suggestions on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

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**FOR THE COMMANDER:**

**OFFICIAL: CHARLES C. CAMPBELL**  
General, USA  
Commanding

**DAVID E. DODD**  
Colonel, SC  
Deputy Chief of Staff, G-6

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\*This regulation supersedes FORSCOM Regulation 350-50-1, dated 1 July 2002.

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## CHAPTER 1

### *General Information*

#### 1-1. Purpose

The purpose of this regulation is to assign responsibilities for National Training Center (NTC) activities, provide management controls; and prescribe policies for units training at the NTC.

#### 1-2. Required References

- a. Army Regulation (AR) 350-50, Combat Training Center (CTC) Program.
- b. Department of the Army Pamphlet (DA Pam) 25-7, Joint User Handbook for Message Preparation.
- c. Field Manual (FM) 14-7, Finance Operations
- d. Field Manual 3-0.

#### 1-3. General

a. The NTC provides an extensive training system composed of a well-trained opposition force (OPFOR), skilled observer controllers (OCs), large land areas, ranges, fully instrumented battlefield, and extensive logistics missions. Training at the NTC is an intensive teaching and performance experience designed to refine and standardize execution of battlefield tasks. Rotational forces train using assets that are doctrinally present when conducting operations as part of a brigade combat team (BCT) deployed in an operational combat theater being assigned missions as a division's supporting effort. The rotational unit's assets must include its normally expected 916th Support Brigade (Spt Bde) elements necessary to support the brigade operation as part of a division or corps. The training provides a unique opportunity for BCT and Armored Cavalry Regiments (ACR) to reinforce their Mission Essential Task List (METL) training conducted at home station. The NTC represents the Army's investment in collective training for units while concurrently developing leaders who understand appropriate doctrine, tactics, techniques, and procedures. Units will continue to perform their principal training effort at home station.

b. Responsibility for achieving training objectives at the NTC rests with the unit chain of command. Division commanders will give personal attention to the integration of the NTC experience into overall training programs.

c. The NTC observations and take home packages provide training tools for the chain of command to refine home station individual and unit training programs. Important by-products of these observations are lessons learned which are disseminated throughout the Army.

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**d. Selected Forces Command (FORSCOM), U.S. Army Pacific (USARPAC), and Army National Guard (ARNG) BCTs and the ACR will have the opportunity to conduct an NTC rotation as part of their Army Force Generation (ARFORGEN) training cycle.**

**e. Selected elements from aviation, sustainment, and maneuver enhanced brigades will participate in training rotations and provide the doctrinal echelons above brigade (EAB) support that the brigade needs to execute its METL training.**

**f. Forces Command is responsible for managing Continental United States (CONUS) CTC schedules so that all ARFORGEN requirements are met. Scheduling is accomplished at ARFORGEN Synchronization Conferences, which involve all CONUS CTCs, Corps headquarters, First U.S. Army, U.S. Army Special Operations Command (USASOC), National Guard Bureau (NGB), United States Army Reserve Command (USARC), and all participating Army Service Component Commands (ASCC).**

### **1-4. National Training Center's Role in Army Force Generation**

**a. The transformation of the Army to Army Force Generation (ARFORGEN) with its Training Strategy approach for its new modular structures is focused on the concept "Trained for what and Ready for what" in order to prepare them to meet their "plug and play" readiness compatibility requirements. Critical training enablers required to facilitate the progression of Army forces through their respective ARFORGEN training models are found in the Army's transformed CTC program. The enhancements required to fulfill the expanded role of the Army's CTC Program were validated through an Army-wide initiative led by DA called the "CTC Way Ahead." The expanded capability requirements that were identified focused on the development of enhanced training capabilities required to better prepare the Army's deployable corps, division, and brigade capabilities to meet their designated operational mission requirements. Units will continue to execute robust home station collective training events to gain progressive unit training readiness proficiency. The CTC Program will provide capstone events to fully challenge the units at their modular level organized to provide the commander those insights required for progression to the next level of ARFORGEN readiness.**

**b. The Army Maneuver Combat Training Centers include the NTC, the Joint Readiness Training Center (JRTC), and the Joint Maneuver Readiness Center (JMRC). All the MCTCs were restructured to be capable of training a full BCT with its appropriate EAB support structures as identified in the DA Core Troop List prior to movement into the next Force Pool.**

**1-5. Mission**

**The mission of the NTC is to provide realistic joint training in multinational venues across the full spectrum of conflict. The NTC will focus on developing collective task proficiency at the BCT and all echelons below. It will assist commanders in developing trained, competent leaders and Soldiers by presenting them with current problem sets from the Contemporary Operational Environment. It is to identify unit training deficiencies, provide feedback to improve the force, and prepare for success on future joint battlefields. It continues to serve as an advocate for Army transformation by leading change in developing and integrating emerging organizations, equipment, technologies, and doctrine.**

**Chapter 2**  
***Responsibilities***

**2-1. Headquarters, Forces Command, Responsibilities**

- a. **Command and control the National Training Center (NTC).**
- b. **Execute Operational Control of the Operations Group.**
- c. **Schedule units through their respective headquarters in support of ARFORGEN requirements.**
  - (1) **Schedule Active Component (AC) units through their respective corps or divisions for those units not collocated with a corps headquarters to support ARFORGEN requirements.**
  - (2) **Schedule Reserve Component (RC) units through their respective headquarters (ARNG or USARC) and as directed by Department of the Army in support of training requirements.**
- d. **When requested by Senior Trainer (ST), identify and task forces to augment training units when training units do not have required resources. Resources, where possible, must include the doctrinal EAB elements normally expected for a supporting BCT deployment.**
- e. **Select OC augmentees to participate in an 8-day OC Academy to augment NTC Operations Group for ARNG rotations.**
- f. **Select available units when requested to augment Active Army rotational units when units do not have required doctrinal EAB assets required by the troop list template.**
- g. **Authorize ammunition for unit use at the NTC. Training units will not augment these authorizations except for items specifically identified by FORSCOM, AFOP-TSD (Training Ammunition).**
- h. **Provide funds to NTC within overall FORSCOM funding constraints and priorities for CTC Program training events approved by the Training General Officer Steering Committee, including direct costs for the NTC Prepositioned Fleet at the beginning of each fiscal year (FY).**
- i. **Maintain NTC officer, warrant officer, and enlisted manning to the levels required by Headquarters, Department of the Army (HQDA), and specific guidance from Commanding General (CG), FORSCOM.**

j. Provide transportation and operating funds to FORSCOM training units for home station equipment and RC units supporting AC rotations. Funding is based on the rotational requirements outlined in Appendixes A and B.

k. Allocate and schedule other-than-rotational unit training (Leader Training Program (LTP) and OPFOR augmentation). See Appendix B for OPFOR and Appendix M for LTP. This includes the scheduling of ARNG units for LTP and OPFOR augmentation.

l. Control and coordinate access of visitors to the NTC.

m. Task augmentee OCs for requirements in excess of NTC Operations Group Table of Distribution and Allowances (TDA) and the approved standard troop list template as designated in Appendix A.

n. Co-sponsor with Training and Doctrine Command (TRADOC) an annual review of the TDA and the troop list to reconcile the two documents.

o. Approve the troop list not later than 120 days prior to the rotation for active Army units, and transmit an approval message to the appropriate corps or division and NTC. For ARNG BCTs, provide a supportability statement and recommendation to the Director, ARNG, for each exception to the troop list not later than (NLT) 150 days prior to the rotation.

p. Serve as the proponent for the prepositioned equipment fleet.

q. The Operations Group (OPS GRP) will:

(1) Monitor, control, record, provide feedback, and facilitate the training brigade-size organizations.

(2) Operate and maintain the NTC instrumentation system.

(3) Provide the division tactical headquarters (notional 52d Infantry Division (ID)) for units deployed to and training at the NTC.

(4) Develop training scenarios for approval by the senior commander for the training of brigade and battalion task forces based on the units' METL and training objectives.

(5) Maintain internal administrative support and resource management offices.

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### **2-2. Training and Doctrine Command Responsibilities**

**a. In accordance with AR 350-50, plan, establish, support, and maintain a realistic training model for full spectrum tasks, conditions, and standards environment at the NTC, to include BCT- level, task-organized live-fire and engagement simulation in accordance with established training objectives and prepared scenario events.**

**b. Plan, establish, support, maintain, and upgrade NTC instrumentation.**

**c. Provide guidelines to Commander, NTC, in matters related to doctrine, realistic conditions for training, objective standards for operation, and maintenance of instrumentation. Assist in assessment of critical tasks trained.**

**d. Maintain current threat capabilities-based doctrine for the NTC OPFOR/ contemporary operational environment (COE). Identify changes in threat organization, equipment, and capabilities, and coordinate the appropriate changes in OPFOR/COE modernization initiatives.**

**e. Develop threat-based unit training tasks, conditions, standards, and evaluation criteria for use at the NTC.**

**f. Based on doctrinal lessons learned, provide refinement of tasks, conditions, and standards to the Army. Receive and analyze NTC data on unit performance. Maintain the NTC database. Develop and disseminate lessons learned Army wide through electronic data transfer, email, home page, diskettes and Compact Discs-Read Only Memory (CD ROMs).**

**g. Co-sponsor with FORSCOM an annual review of the TDA and the troop list to reconcile the two documents.**

### **2-3. Director, Army National Guard, Responsibilities**

**a. In accordance with AR 350-50 select three battalions with habitual relationships with the NTC to serve as the OPFOR should the 11th ACR fully deploy.**

**b. Select ARNG units to participate in 6 to 8-day LTP sessions in conjunction with the FORSCOM ARFORGEN Synchronization Conferences. Submit transport funding requirements for these units NLT 150 days prior to the start of the rotations. Once funding is received, provide transportation and operating funds to ARNG training units.**

**c. Select ARNG BCTs to conduct NTC rotations each year in conjunction with the FORSCOM ARFORGEN Synchronization Conferences. Submit transport funding requirements for these units NLT 150 days prior to the start of the rotation. Once**

**funding is received, provide transportation and operating funds to ARNG training units.**

**d. Approve ARNG unit training objectives in coordination with (ICW) The Adjutant General (TAG) NLT 210 days prior to the rotation and transmit an approval message to the appropriate state TAG, NTC, and FORSCOM.**

**e. Submit the final ARNG unit troop list, troop list exceptions, and rotational unit worksheet (FORSCOM Form 1060) endorsed by appropriate state TAG to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for final approval NLT 360 days prior to rotation start date. Ensure subordinate units meet all troop list and mission letter suspenses outlined in this chapter. Fund all transportation and operational costs associated with troop list exceptions.**

#### **2-4. Chief, United States Army Reserve, Responsibilities**

**a. Select United States Army Reserve (USAR) units when requested to augment Active Army rotational units when units do not have required doctrinal EAB assets required by the troop list template. Monitor USAR participation in training at NTC.**

**b. Provide OC augmentation in accordance with (IAW) Appendix A as required. Provide list of OC augmentee names NLT 120 days prior to rotation to both the NTC Operations Group and Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.**

**c. Submit transport funding requirements for these units NLT 150 days prior to the start of the rotation as deployment costs are funded by the CTC Program through FORSCOM. Once funding is received, provide transportation and operating funds to participating USAR units.**

#### **2-5. Commander, First United States Army, Responsibilities**

**a. Monitor and assist in scheduling of all RC training at the NTC ICW NGB, USARC, and FORSCOM.**

**b. Select OC Augmentees to participate in a 3-day OC Academy to augment NTC Operations Group for ARNG BCT rotations. Submit list to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT 120 days prior to the start of the rotation.**

**2-6. Commander, National Training Center, Responsibilities**

**a. Command the NTC.**

**b. Organize, train, and equip all assigned and attached units and individuals to perform assigned missions in support of approved training events. Provide higher headquarters (notional 52d ID) for the rotational training units.**

**c. Develop training scenarios for approval by the senior commander for the training brigade and battalion task forces based on the units' METL and training objectives. Establish and publish training Rules of Engagement (ROE).**

**d. Manage and operate all on-site NTC activities.**

**e. Provide logistical and administrative support within resource limits.**

**f. When requested by training unit, approve, coordinate, and support pre-rotation visits on a case-by-case basis, to include observation of training and After Actions Reviews (AARs) on a noninterference basis.**

**g. Forecast, requisition, store, and utilize ammunition according to the Standards in Training Commission (STRAC) manual.**

**h. Provide feedback on tactical and logistical lessons learned to Headquarters (Hq), FORSCOM, and Hq, TRADOC, without identifying the training unit.**

**i. Provide aviation support for the NTC Operations Group.**

**j. Establish regulations/standing operating procedures (SOPs) for unit training and activities at the NTC. Address safety, training procedures, logistical support procedures, available resources, environmental considerations, reception, staging, onward-movement and integration (RSO&I), and regeneration (includes issue and turn in of equipment and usage of supplies by the training unit).**

**k. Provide comments on supportability of Active Army rotational unit's proposed troop list to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT 150 days prior to rotation start date (270 days for ARNG BCTs).**

**l. Train and resource the COE and OPFOR to doctrinally challenge a BCT operating in a full spectrum environment with a freeplay force-on-force exercise.**

**m. Provide message to Hq, FORSCOM, NLT 150 days prior to rotation requesting OC Augmentees by position. For ARNG BCT rotations, provide a message to Hq, FORSCOM, NLT 270 days prior to the rotation.**

n. Ensure that only authorized units and approved exceptions to the troop list are allowed to maneuver at the NTC. If units deploy with unauthorized units or equipment, immediately inform FORSCOM, G-3/5/7.

o. Conduct Media on the Battlefield (MOB) training for rotational units and RC Public Affairs Detachments (PADs).

p. Provide deployment instructions to the rotational brigade.

(1) The 52d ID (NTC Operations Group) will issue alert orders, deployment orders, Warning Orders (WARNOs) and/or fragmentary orders (FRAGOs) according to rotational scenario requirements.

(2) The Commander, NTC 916th Spt Bde, will provide support requirements, theater logistic support SOPs, and prepositioned equipment draw procedures. For ARNG BCT rotations, coordinate all logistics requirements through the BCT's parent state G-4.

q. Provide the rotational unit and supporting EAB elements Military Interdepartmental Purchase Request (MIPR) for Class IX Prepositioned (PREPO) parts based on projected draw grid 30 days prior to the rotation with the exception of ARNG units.

r. Develop and maintain a rotational unit survey to acquire unit input on NTC installation support of the rotational unit. The survey will be provided to the rotational unit commanders during the commander's in-brief and turned into Hq NTC during the outbrief following the rotation.

s. Provide billeting and mess support to Division Tactical Operations Center (DTOC) augmentees.

## **2-7. Senior Commander Responsibilities**

a. For the purpose of this regulation, the Senior Commander is the commander who exercises training readiness authority of the rotational unit.

b. Schedule subordinate units for NTC training ICW Hq, FORSCOM, during the ARFORGEN Synchronization Conference.

c. Train units to the highest achievable standards of proficiency prior to rotations.

d. Approve unit training objectives NLT 180 days prior to rotation.

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**e. Submit the final unit troop list, troop list exceptions, a memorandum listing approved training objectives and unit METL, and rotational unit worksheet (FORSCOM Form 1060) to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for final approval NLT 165 days prior to rotation start date.**

**f. Ensure subordinate units meet all troop list and mission letter suspenses outlined in this chapter.**

**g. Manage transportation and operating funds within approved FORSCOM authorizations and associated funding. Ensure that only authorized units, including personnel and equipment, or specific exceptions approved by FORSCOM are deployed to the NTC. The SCs are responsible for all costs and manpower requirements associated with troop list exceptions unless specifically relieved of them by the FORSCOM Commander.**

**h. Provide or coordinate for all required OC augmentation that exceeds the capabilities of the Operations Group authorized TDA and IAW Appendix A. Provide list of augmentee OCs by name NLT 90 days prior to rotation to NTC Operations Group, ATTN: ATXY-P.**

**i. Coordinate air, rail (including storage of empty railcars), and motor transportation of equipment and personnel including organic and nonorganic units.**

**j. Provide or coordinate for weather personnel support IAW Appendix L.**

**k. Conduct on-site visits to the NTC IAW Appendix N.**

**l. Provide a Division Forward Administrative Cell for issues resolution.**

**m. Ensure units deployed to the NTC for rotational training have their Present Geographic Location Code (PREGO) in the Status of Resources and Training System database updated IAW FORSCOM Regulation 525-3. The correct geographic location code for the NTC is "HFXZ." Units are required to update their PREGO upon return to home station.**

**n. The rotational BCT Senior Commander will serve as or designate an exercise director for the rotation.**

**o. Approve final training scenarios based on approved unit training objectives.**

**CHAPTER 3**  
***Rotational Planning Procedures***

**3-1. General**

Units deploy to the NTC to conduct their capstone training event that provides the commander the information he needs to assess if his unit is ready to move to the next Force Pool as they move through the ARFORGEN process. The BCT and selected EAB assets that would doctrinally be present in the operating area of the BCT in the COE will train together in a scenario provided by the NTC. The scenario will be designed by the NTC to achieve the unit training objectives based on the unit METL.

**3-2. Training Unit**

a. The training commander will task organize his unit based on the standard troop list shown in Appendix A. The ST's headquarters will review, recommend approval, and forward the proposed troop list to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Items requested for troop list exception approval that are disapproved at the ST's or lower level will not be considered by FORSCOM and will be disapproved. The final troop list should arrive at FORSCOM for approval NLT 165 days prior to the start of rotation. Forces Command, with input from NTC, will approve the troop list NLT D-150. The approved troop list must be rigidly adhered to because the NTC OPS GRP is structured and resourced to provide training observation and feedback for units configured IAW Appendix A.

b. Units unable to meet minimum task organization requirements will request additional training resources from their parent headquarters. Senior Commanders unable to fill augmentation requests will send requests for assistance to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT D-180.

c. If the training unit's approved troop list exceeds the standard troop list (Appendix A), the ST must supply and fund OC and/or COE/OPFOR augmentees to the OPS GRP. Individuals selected to serve as OC augmentees will arrive at the NTC NLT D-30 to participate in the Operational Control Authority (OCA) under the control of the OPS GRP. If the Soldier is qualified as an OC, attending the OCA within the previous 2 years from the required rotation, the Soldier may arrive at the NTC NLT D-5 days. The NTC will notify Collective Training Division (AFOP-TCC), U.S. Army Forces Command, and the rotational division G-3 of the FORSCOM OC augmentation requirements NLT D-150.

d. Forces Command augmentee OCs must plan and provide for their own equipment. The NTC has 50 high-mobility multipurpose wheeled vehicles

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**(HMMWVs) available for draw by OC augmentees. Any additional HMMWVs required will be the unit's responsibility to transport to the NTC. The 916th Spt Bde is the point of contact for coordinating contractual maintenance support. All OC augmentees will be provided billeting while at NTC either under field conditions (while observing training) or in garrison (between rotation training). Augmentees will be funded for meals (at standard military meal rate) and incidentals while at NTC.**

**e. Units will provide the information listed in the NTC Rotational Unit Worksheet (FORSCOM Form 1060) to NTC G-3 Plans and Operations, Room 14, Bldg 237 (Post Hq, NTC) as follows: D-180 initial draft and the final before the first day of training (D-Day). The NTC will immediately forward this information to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Active Component units will complete and submit a rotation worksheet and after action report NLT 60 days after the main body departs (D+88). The RC units will provide an after action report within 90 days after the rotation.**

**f. To assist units in preparing for and executing NTC training, Appendix D contains a Unit Planning and Training Sequence, and Appendix R contains a point of contact (POC) list.**

**g. The training brigade commander and command sergeant major will conduct an office call with the commander and command sergeant major of the NTC during RSO&I week.**

**h. Battalion task force commanders will brief their senior OCs daily on their combat power, vehicle deadline status, significant equipment shortages, tank roller/plows status, and Class V issues during RSO&I.**

**i. The approved uniform for rotational Blue Force (BLUFOR) units is the standard issue Army combat uniform (ACU) with appropriate field gear per unit SOP. All units participating as BLUFOR will wear ACUs.**

**j. Brigade Surgeons, ICW primary care providers, will review all temporary and permanent physical profiles to determine if Soldiers are able to perform their combat mission at the NTC. Upon completion of this review, Brigade Surgeons will make a deployment recommendation to the Soldier's commander in accordance with AR 40-501, Standards of Medical Fitness, paragraph 5-14. Additionally and in accordance with AR 40-501, paragraph 5-14e(10), pregnant Soldiers will not deploy to the NTC.**

**3-3. Training**

**a. All scenarios for force-on-force, live-fire, and Situational Training Exercise (STX) as requested by the BCT Commander and approved by the ST will be based on the BCT and EAB elements operating as part of the division's supporting effort. Combat units, to include attack aviation and combat support weapon systems, participate in STX, Live-Fire Training (LFT), and Fire Support Officer (FSO). The brigade headquarters is attached to 52d ID as the supporting effort brigade.**

**b. Training units will exercise the entire spectrum of the combined arms team during NTC rotations in an irregular warfare and/or major combat operations environment. Units will execute all normal administrative and logistical functions throughout the training period.**

**c. The NTC Operations Group will tailor training scenarios to satisfy unit training needs. Brigades/regiments will submit training objectives, unit METL, critical task lists, and proposed task organization with the troop list at D-180 days prior to the rotation to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, and copy to ( AFZJ-PTO), National Training Center, Fort Irwin, CA 92310-5101, for coordination.**

**d. The instrumentation system used at the NTC monitors and aids the NTC in controlling Force-On-Force (FOF) training and LFT activities. Instrumentation records vehicle and unit positions on the battlefield displaying main gun weapon firing events to include hits, kills, and near misses. In addition, instrumentation provides data processing, interactive display, voice and video editing, and training material production capabilities needed to synthesize data, reconstruct the battle, and present near-real-time AARs. The hardware used in the instrumentation is mounted on NTC prepositioned equipment and equipment brought from home station.**

**e. The NTC will provide BCT live-fire scenarios for CONUS unit training. The BCT live-fire request needs to be part of the unit's initial mission request. The difficulty of the scenario requested depends upon home station training and the current level of proficiency of BCT personnel.**

**f. The detailed development of rotational training objectives by the brigade and ST is critical to NTC scenario development. The scenario is built around desired training objectives and briefed D-120 to the ST for his approval. For the justification of expended resources that support a rotation, the desired training objectives must be included in the D-210 troop list and mission statement memorandum addressed to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, through the higher headquarters corps or ASCC. Copy furnish Hq NTC G-3 (see Appendix R for address.).**

**g. The United States Air Force 12th Combat Training Squadron, Raven Team, coordinates, controls, deconflicts, and manages aircraft supporting Exercise GREEN FLAG-West in conjunction with NTC rotations and other additional exercises and tests at the NTC. All aircraft operating in or flying during Exercise GREEN FLAG-West must be coordinated and supported through the Raven Team; additional fixed-wing assets tasked/requested to support NTC rotations must be coordinated through the Raven Team. Only current and qualified Joint Terminal Attack Controllers (JTACs) are authorized to control/direct aircraft in Exercise GREEN FLAG-West. While controlling aircraft in Exercise GREEN FLAG-West, JTACs must adhere to the following three requirements:**

**(1) In accordance with Joint Close Air Support Active Participation Memorandum of Agreement 2004-01 para 5.2.7, all JTACs are required to have their JTAC Evaluation Folder/Training Jacket on hand and available for review by the Raven Team.**

**(2) All JTACs require a Raven Team airspace/operations brief prior to controlling/directing aircraft, and (3) a Raven OC must be onsite with the JTAC controlling/directing aircraft. Aircraft will not be apportioned to a JTAC if any of these requirements are not met.**

**h. Regeneration: Current unit generation at the NTC requires 14 days of focused effort to turn in prepositioned equipment and prepare home station equipment for rail load to home station. The prepositioned vehicles must be returned to fully mission capable (FMC) standards in order to meet requirements for the following rotational unit. Concurrent maintenance is performed on home station fleets in order to meet scheduled rail movement windows. The outbound unit relinquishes railhead priority on Regeneration Day 8 to the inbound unit. This rail profile is necessary to meet the equipment throughput requirement to ensure the inbound unit has adequate time to build combat power before deploying into the maneuver box. The following regeneration procedures must be adhered to:**

**(1) The priority of maintenance focus is to the home station fleet, then the prepositioned fleet. This priority is required to meet rail load scheduling requirements. This requires an extensive maintenance effort to bring the home station fleet to mission capable status with the goal of redeploying mission capable equipment to home station.**

**(2) Units will report home station fleet status to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, upon completion of the rail load at the NTC and will submit a follow-on report NLT 2 weeks after equipment arrival at home station.**

**3-4. Standards of Proficiency for Rotational Units**

**a. Prior to arriving at the NTC, units must achieve the following levels of training proficiency before deployment.**

**(1) Leader training.**

**(a) Active component rotational units are required to participate in the NTC LTP approximately 30 to 60 days prior to their scheduled rotation. The program is outlined in Appendix M.**

**(b) Units must conduct a fire coordination exercise to platoon leader level within 6 months of their rotation. For the ARNG, they will conduct a fire coordination exercise within 1 year of the rotation. This exercise can be conducted live, virtual Close Combat Tactical Trainer or Engagement Skills Trainer or a combination of live or virtual simulation. This exercise should include but is not limited to direct fire engagements with all of the unit's organic weapons, indirect fire planning and execution, and employing Army aviation if available.**

**(c) Units will conduct two leadership seminars at home station prior to deployment to the NTC as part of the FORSCOM Leadership Development Program.**

**(2) Maintenance training. Preventive maintenance checks and services (PMCS) and effective repair parts supply in a tactical environment are key elements of pre-rotation training. Units must deploy to the NTC with sufficient numbers and skill sets of maintenance and supply personnel to perform maintenance to standard from day one of RSO&I through last outload and equipment turn-in.**

**(3) Individual and crew-served weapons qualifications.**

**(a) All Soldiers who will fire their individual weapon during live-fire must qualify IAW the standards addressed in DA Pam 350-38 (STRAC) and the appropriate weapon Technical Manual (TM)/FM.**

**(b) Claymore mines. Soldiers must conduct training on employing, arming and disarming, claymore mines IAW the standards addressed in STRAC and the appropriate weapon TM/FM.**

**(c) Hand grenades. Soldiers who will throw a live hand grenade during live-fire must negotiate the hand grenade course IAW the standards addressed in STRAC and FM 23-30.**

**(d) Demolition. Training with live mines, demolition munitions, Mine-Clearing Line Charges (MICLICs), Bangalore torpedoes, urban breaching and Explosive Ordnance Clearance Agents (EOCAs) must be conducted within 12**

**months of the NTC rotation IAW the standards addressed in STRAC and the appropriate weapon system TM/FM.**

**(e) Crew-served weapons (M249 squad automatic weapon/light machine gun, M240 medium machine gun, M2 heavy barrel/heavy machine gun, and MK19 Grenade Launcher/granade machine gun. All crews that will participate in the live-fire Combat Support and Combat Service Support (CSS) must qualify IAW the standards addressed in STRAC and the appropriate weapon system TM/FM. Live-fire zero confirmation must be conducted at the NTC prior to the first live-fire mission. This requirement covers crew-served weapons used by all types of units either mounted or dismounted and that are not assigned or part of a combat platform.**

**(f) Combat platforms. Crews assigned to Combat Platforms (M1/M2/armored security vehicle (ASV)/Mobile Gun System (MGS)/Stryker) must qualify crews IAW the standards addressed in STRAC and the appropriate weapon system TM/FM. Crews must remain stabilized between qualification and NTC live-fire events. Live-fire zero/screening confirmation must be conducted at the NTC prior to the first live-fire mission. In offensive live-fire missions at the NTC, only crew-served weapons on stabilized platforms (M1/M2/ASV/MGS/Stryker) can fire while moving.**

**(g) Infantry platoon dismounted missions. Units must conduct platoon level live-fire training IAW the standards addressed in STRAC and the appropriate weapon system TM/FM. This training can be incorporated into and conducted during the fire coordination exercise. Infantry units who will clear trenches, urban facilities, and bunkers during live-fire missions at the NTC must complete the following drills: platoon dismounted attack, knock out a bunker, clear a trench, conduct initial breach, and conduct combat in an urban environment.**

**(h) Mortars. Ninety percent of all squad leaders, gunners, and assistant gunners must pass the mortar gunner's examination with a minimum score of 70 percent in each event. Ninety percent of all section leaders, squad leaders, and Fire Direction Center (FDC) personnel must pass the FDC examination within 6 months of the NTC rotation. All mortar sections/platoons must qualify IAW the standards addressed in STRAC and the appropriate weapon system TM/FM. Minimum manning for mortar crews:**

**60mm-three (two must be Military Occupational Specialty (MOS) 11C).**

**If the systems are consolidated, then two Soldiers per system with a noncommissioned officer in charge (NCOIC) section leader.**

**81mm and 120mm-four (three must be MOS 11C).**

**FDC (81mm and 120mm)-four (three must be MOS 11C).**

**(i) Artillery. Each platoon, battery and battalion must live-fire 80 percent of their METL related fire missions IAW the standards addressed in STRAC and the appropriate weapon system TM/FM. Manning requirements:**

**M119-five-Soldier crew**

**M198-seven-Soldier crew**

**M109A3-A5-five-Soldier crew**

**M109A6-six-Soldier crew**

**Multiple Launch Rocket System / High Mobility Artillery Rocket System-two-Soldier crew**

**FDC (all)-four-Soldier crew**

**(4) Attack/Reconnaissance helicopter crew training.**

**(a) Individuals must be aerial gunnery qualified IAW FM 3-04.140 (Table VIII) within twelve (12) months prior to Rotational Training Day (TD)-14.**

**(b) All individuals identified to conduct Live-Fire Exercises (LFXs) at the NTC will participate in a collective live-fire exercise equivalent to FM 3-04.140 Table X or Table XII within six months prior to Rotational TD-14.**

**(c) Prior to deployment, crews must complete refresher training on all weapons systems. All aviation units will conduct mountain and desert flight techniques briefings.**

**(d) The unit will complete and return a crew / individual live-fire memorandum signed by the battalion/squadron commander NLT D-30 to the Operations Group Aviation Senior Trainer.**

**(5) Multiple Integrated Laser Engagement System (MILES). Units will train on the installation, operation, troubleshooting, and maintenance of current NTC-based MILES within 90 days of deployment (180 days for ARNG). Mobile training teams are available to conduct MILES training at the unit's location based on the current version of MILES fielded to the NTC. Direct coordination with NTC G-3 is recommended. The rotational unit is responsible for paying for the additional cost.**

**(6) Field sanitation. Conduct training and exercise field sanitation at all levels prior to and during NTC rotations.**

**(7) Sustainment training. Sustainment units are task organized to provide dedicated and habitual support to rotational BCTs as well as area support. The**

**sustainment units and applicable elements of the BCT will conduct field training at all levels within 6 months of deployment (1 year for ARNG).**

**(8) Safety. Safety and Composite Risk Management will be integrated into all aspects of training and preparation for the NTC. Composite Risk assessments will be completed down to platoon level for all missions (see Appendix P).**

**(9) Prior to deployment to the NTC, all Air Traffic Services (ATS) personnel will complete the qualification phase of the Tactical Air Traffic Controller's Qualification and Rating Program IAW FM 3-04.303 Air Traffic Services Facility Operations, Training, Maintenance, and Standardization. A minimum of three personnel will complete phase two of the tactical Air Traffic Controller's Qualification and Rating Program. Additionally, the ATS support package will include one tactical Air Traffic Control Services examiner appointed by the United States Army Air Traffic Control Activity IAW AR 95-2. The platoon providing the ATS will complete an externally evaluated exercise within 12 months preceding the deployment to the NTC.**

**(10) Environmental awareness. Environmental awareness will be integrated into all aspects of training and preparation for the NTC. All Soldiers will be familiar with the environmental and archeological restrictions applicable at the NTC.**

**(11) Pyrotechnics and unexploded ordnance. Review video tape 709919 "Danger Unexploded Ordnance (UXO)" and 707508 "Pyrotechnics Beware." Also complete individual training on the common tasks listed below for all Soldiers.**

**(a) Identification of UXO, Soldier training publication (STP) 21-1-Soldier's manual of common tasks (SMCT), task number 093-401-5000.**

**(b) Recognize Military Ordnance by Type, STP 21-24-SMCT, task number 093-403-5010.**

**(c) Take Immediate Action Based on Confirmation of an Explosive Hazard, STP 21-24-SMCT, task number 093-404-5020.**

**(d) Report Explosive Hazard, STP 21-24-SMCT, task number 093-403-5030.**

**(12) Counter Remote-control Improvised Explosive Device Electronic Warfare (CREW).**

**(a) If appropriate based on unit training objectives and called for in the scenario/COE CREW. Units will train on the installation, operation, troubleshooting, and maintenance of CREW (Duke) within 90 days of deployment (180 days for ARNG). Direct coordination with NTC G-3 is recommended.**

**b. These requirements represent the minimum standards of proficiency that must be met prior to arriving at the NTC. Unit commanders may increase these standards if they deem it appropriate based on their evaluation of unit proficiency, risk assessment, and resources available.**

### **3-5. Coordination Meetings**

**a. Active Army rotations. There are two key meetings between the NTC and all rotational units. The D-180 Initial Planning Conference focuses on scenario development, and the D-90 Conference focuses on logistical planning.**

**b. Army National Guard rotations. There are two key meetings between the NTC and the ARNG rotational units. An initial concept brief (D-360) for ARNG is held at the unit home station. The D-180 Conference focuses on logistical planning. Army National Guard Joint State Task Force personnel will attend each conference for ARNG rotational units. Specific information on each of these conferences is outlined at Appendix D.**

### **3-6. Funding**

**Forces Command allocates funds for the deployment cost of NTC rotations in accordance with the Troop List Templates at Appendix A. The Troop List Template represents the maximum task organization authorized for a given training unit. Funds provided to units for rotational training represent maximum distribution of available funds. Exceeding allocations provided will require units to fund excess costs from Home Station Training. Forces Command does not fund exceptions or enhancements to the troop list. Additional flying hour program funds are not authorized for rotations. Detailed instructions on funding requirements and handling are found in Appendix F.**

### **3-7. Prepositioned Equipment and Railcars**

**a. Select vehicles are prepositioned at the NTC. The intent of the prepositioned equipment is reduction of rotational unit transportation costs and preservation of readiness of home station equipment. The fleet is at fully mission capable standards and must be returned in the same fashion.**

**b. Unit commanders will draw all available equipment from the prepositioned fleet and transport those Modified Table of Organization and Equipment (MTOE) items of equipment from home station that are no longer available at the NTC. Final grid set requirements will be provided to the 916th Spt Bde, Support Operations Officer (SPO) NLT D-30. Adjustments to the BCT's grid after D-30 will be addressed on a case-by-case basis only with consideration of MILES adjustments and impact on future rotations. Units requesting troop list exceptions that require additional vehicles or equipment will not include these figures in their transportation allocation. All approved troop list exceptions, including transportation requirements, are paid**

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for by the unit requesting the exception (see Appendixes A and F). The NTC will provide the training unit a projected vehicle availability list 120 to 180 days before scheduled training and a final vehicle availability list 60 days before scheduled training. The training unit will provide the Commander (Cdr), 916th Spt Bde, ATTN: AFZJ-MC, an equipment assignment listing NLT D-54.

c. An advance party is authorized to report at D-10 and operate under control of 916th Spt Bde to establish the rotational unit's logistics base necessary to conduct RSO&I operations upon arrival of the unit's main body. This should include the BCT Contracting Officer, Executive Officer, S-4, Support Operations Officer, Maintenance Technician, Ammunition Technician, Comptroller, Transportation Representative, Food Service Representative, Operations Sergeant Major, Task Force Executive Officers, Task Force S-4s, and any attached unit representatives. The support Maintenance Company will draw Authorized Stockage List (ASL) parts from the NTC. Company-size training units will draw prescribed load list (PLL) parts from designated NTC stocks; shop stocks will be brought from home station. The PLL and ASL parts for home station unique systems must be deployed by the rotational unit from home station.

d. Vehicles provided by the NTC come equipped with the following items:

- (1) Basic issue items (BII).
- (2) Components of end items.
- (3) Additional authorization list (selected items only).
- (4) Radio sets (if available).
- (5) Machine guns (including tripod mounts for the M2 .50 caliber machine gun).

e. The rotational Brigade Commander has authority to allocate prepositioned equipment. Authority allows the rotational Brigade Commander to meet desired training objectives.

f. Railcar authorizations. Forces Command units will meet budget resourcing for railcars per rotation. Units will be funded for railcars according to unit type as listed in the table in subparagraph (3) below. Units' desiring the use of overland line hauls to transport vehicles and/or equipment will include these figures in the total authorized transportation allocation. Units requiring more railcars based on MTOE conflicts with the NTC prepositioned fleet should submit the increase for approval with justification as part of the brigade troop list approval process.

(1) Funds allocated for railcar authorizations represent maximum funding available.

(2) Units that request more railcars based upon MTOE conflicts with the NTC prepositioned fleet must be prepared to pay for additional railcars from other training funds allocated to the rotational unit.

(3) Planning guidance for rotational railcar allocations are as follows: (per the official FORSCOM rotational schedule, add each listing below together for a total authorized number of railcars). Actual railcar authorizations may vary slightly based on unit MTOE changes and changes in the composition of the preposition fleet.

<u>Type Unit</u>	<u>Number of 89ft length Railcars</u>
(a) Heavy BCT (HBCT)	427
(b) Infantry BCT (IBCT)	280
(c) Stryker BCT (SBCT)	529
(d) Armored Calvary Regiment	585
(e) Combat Aviation Brigade (CAB) Heavy	86
(f) Combat Aviation Brigade Medium	95
(g) Combat Aviation Brigade Light	78
(h) Opposing Force Augmentation	25

g. Units executing METL rotations will be funded based on the FORSCOM approved rotational unit troop list and the current preposition fleet grid offering.

### 3-8. Opposing Force/Contemporary Operational Environment Augmentation

To provide a balanced battlefield and increase realism, FORSCOM augments the NTC COE/OPFOR with additional elements based on the unit training objectives. Training opportunities are offered to all nonrotational units. Rotational units have the primary responsibility, but opportunities are available to nonrotational AC forces, ARNG, USAR, and other services meeting criteria. The OPFOR augmentation procedures are addressed in Appendix B. Contemporary Operating Environment augmentation procedures are addressed in Appendix C.

### 3-9. Observer Controller Academy

The OCA is a multi-echelon training institution which provides classroom and field training to NTC OCs as part of a 22-day certification program. The OCA consists of 8 days of classroom training and 14 days of field training (right-seat-ride). The OC certification consists of two phases: Phase I-Classroom Instruction and Phase II-

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**Performance Oriented Training (right-seat-ride). Augmentees OCs and Observer Controller/Trainer (OC/T) (AC support to RC units) Soldiers participate in a 2-day augmentee validation as part of the rotational training program conducted simultaneously to prepare them as OCs for the rotation. Units are responsible for confirming and sending an attendance roster to the OCA NLT 90 days prior to the class date. Priority of training is to NTC Operations Group personnel, then rotational OC augmentees, and finally First U.S. Army OC/T personnel. The OCA point of contact is Commandant, OCA, commercial 760-380-5902 (DSN 470) and/or Program Manager 760-380-6195/2448 (DSN 470) or FAX 470-6184.**

### **3-10. Leader Training Program**

**To maximize training opportunities, NTC conducts the LTP, which is a command and staff training program designed to prepare the unit for the rotation and combat development. Specifics on the operations of the LTP are in Appendix M.**

### **3-11. Division Tactical Operations Center Augmentation**

**To enhance the capabilities of the notional DTOC (52d ID), the ST is required to provide augmentees to replicate the support provided by a division. The DTOC augmentees are essential to allow rotational BCTs to conduct full spectrum operations throughout the rotation (see Appendix J).**

**CHAPTER 4**  
***Operational Procedures***

**4-1. General**

Units deploy to the NTC to conduct full spectrum operations in COE using MILES and to conduct LFT using realistic target arrays. Training units conduct LFT within a pre-designated area where remotely controlled targets portray elements of the COE in both offensive and defensive scenarios. Feedback to the training brigade, squadron/battalion task force, and supporting EAB elements is in the form of detailed AARs following each mission, a comprehensive AAR following the total training period, and a take-home package designed to assist the commander in refining and improving home station training. The NTC will provide AARs to all other training units as often as resources permit but not less than twice per rotation.

**4-2. National Training Center Regulations and Standing Operating Procedures**

The Commander, NTC, will publish regulations and SOPs detailing NTC operations and procedures. These directives apply to all units training at the NTC to ensure safe and effective training, objective standards, realistic casualty assessments, adequate support resources, and efficient operation of the NTC and Fort Irwin. The NTC will provide the training unit copies of the above in a predeployment package 210 days prior to the rotation start date. This includes the rules of engagement ROE. Each NTC activity which provides the rotational unit with reimbursable supplies and/or services will publish a detailed explanation of the billing methods used.

**4-3. Force Protection**

Units will familiarize themselves with NTC's Force Protection Plans and Policies. While deployed to Fort Irwin, units are under operational control of the NTC Commander for matters of Force Protection.

**4-4. Personnel**

a. All units coming to the National Training Center that have undergone Personnel Services Delivery Redesign will use the ability of their Human Resource personnel and equipment to provide essential personnel services support in a deployed environment.

b. Units should bring a multicapable printer, laptops, slot card scanner, identification tag machine, Very Smart Aperture Terminal, Combat Service Support automated Information Systems Interface (CAISI), CAISI client module, and Defense Enrollment Eligibility Reporting System/Rapids equipment.

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**c. Rotational units also must have personnel available to perform as a liaison between the installation G-1 and the units to coordinate actions such as Congressional/Special Interest Inquiries, and casualty support. Upon arrival at the NTC, the designated liaison will contact the NTC G-1 and provide their name and contact information.**

**d. Each unit will be prepared to provide a senior noncommissioned officer (NCO) or officer to perform duties as a body escort in case of a death of a member of the unit. Units must ensure one senior NCO and officer bring a Class A uniform to be able to perform this duty if required.**

**e. Personnel functions that should be trained by the unit while in rotation are personnel accounting and strength reporting, awards, evaluations, Soldier readiness, flagging actions, postal operations, processing warrant officer/officer candidate boards, and leaves/passes.**

### **4-5. Administrative and Logistical Support**

**Administrative support and logistical procedures are contained in Appendixes G and H, respectively.**

### **4-6. Testing**

**Testing of new concepts, doctrine, equipment, or systems will generally not be permitted at the NTC. The FORSCOM Commander will approve/disapprove all requests for testing. Approved testing will in no way impede or inhibit training. As much advanced notice as possible is necessary to adequately staff and coordinate requests for assistance. Upon FORSCOM approval, all radio frequency emitters new to the NTC require spectrum testing and certification by NTC G-6 Current Operations (see Appendix G-17b(2)).**

### **4-7. Visits**

**a. As a cost avoidance measure, units should maximize use of the video teleconference (VTC) network to conduct administrative actions and coordination-in-lieu of temporary duty (TDY) visits.**

#### **b. Orientation visits**

**(1) Commander, FORSCOM, is the sole authority for approval of all requests to visit the NTC.**

**(2) Requests to visit NTC will be submitted to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, a minimum of 60 days prior to desired visit date(s). Approval/disapproval will be furnished to the requester not earlier than 30 days prior**

to desired training rotation date. Requests received with less than 60 days notification compete with other requirements and normally will not be approved except with compelling justification.

**(3) Visitors to NTC will be grouped into one of the five priority categories:**

**(a) Category 1. Personnel participating in FORSCOM-approved training programs, Leader Training Program, Observer Controller Academy, TRADOC subject matter experts coordinating with the NTC Operations Group, rotational unit chain of command, and HQDA, FORSCOM, NGB and USARC staff officers with direct job involvement with NTC. The NTC unit working the subject will handle these visitors.**

**(b) Category 2. Distinguished U.S. military and civilian leaders who allocate resources and determine policy for the Army, senior members of the executive branch, Congressional members and their staff, and senior military and civilian leaders.**

**(c) Category 3. Specially invited distinguished U.S. and foreign visitors. Foreign visitors should coordinate with DAMI-CIT or DAMI-FLT. Request should be submitted 90 days in advance.**

**(d) Category 4. National news media.**

**(e) Category 5. All others to include self-invited foreign nationals, civic groups, local news media, and U.S. military/civilian personnel not associated with training being conducted.**

**(4) Requests to visit NTC must include the following information:**

**(a) Name and job description of senior visitor and other members in the visiting party.**

**(b) Purpose for the visit.**

**(c) Primary and alternate visit dates.**

**(d) Type of training activity to be visited.**

**(e) Type of support desired.**

**(f) Type of briefings desired.**

**(g) Specific persons to be contacted.**

**(h) Point of contact for additional information.**

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**(5) The primary mission of the NTC is training for our combat units. In order to prevent disruption of scheduled training, visiting groups will be limited to no more than seven personnel and no more than two groups of seven visiting NTC at one time. Total visits are normally limited to 24-36 hours. Additionally, purpose of visit should be of benefit to the Army and/or operations at the NTC.**

**(6) It must be noted that protocol and support facilities at NTC are limited and are normally for the benefit of rotational training units.**

**(7) Commander, NTC, will ensure that only FORSCOM-approved visits are supported. Requesters who directly contact NTC will be referred to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Action will not be taken on visit requests without FORSCOM approval.**

**(8) Requests for visits by foreign nationals must comply with the provisions of Army Regulation 380-10 and procedures outlined in this regulation. Sponsors of foreign visitors must ensure that visit requests are submitted a minimum of 90 days in advance of the desired visit date. Foreign visit requests must be approved through FORSCOM G-2, Security Division (AFIN-SD), DSN: 367-5482.**

**(9) Commanders of rotational units at NTC who desire to invite other than unit personnel to observe the training must receive the concurrence of the NTC commander and be prepared to support visitors with organic resources.**

**(10) Additional information concerning procedures to obtain approval to visit NTC can be obtained by contacting Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.**

**(11) Proponent representatives of the TRADOC schools and centers coordinate visits as part of the Combat Training Center Review Program with CTC Directorate, TRADOC.**

**(12) Training unit visitors, military, media, and civilian personnel desiring to visit the training unit will coordinate with the training unit headquarters. The training unit is responsible for providing transportation, billeting, mess, escorts and field equipment for unit visitors. Unit visitors must wear Kevlar helmet, load bearing equipment (LBE), and MILES.**

**(13) Military units or personnel desiring a visit to 11th ACR (the OPFOR) will do so under category 5. Requests will be forwarded to FORSCOM Central Taskings for approval. Approved visitors will provide uniform sizes and hat sizes due to the training requirement for all OPFOR to be in Opposing Forces uniforms. All U.S. military visitors are required to provide all needed field equipment (i.e., sleeping gear**

and weather protection). Direct contact with NTC or 11th ACR is not authorized until visit is approved.

**4-8. Foreign Unit Training**

a. The NTC will not be used routinely to train units or personnel from other nations. However, under the provisions of Appendix B, AR 350-50, Combat Training Center Program, The NTC can be used to disseminate U.S. Army training philosophy and methodology through visits, exchange officers, OCs, LTPs, and limited unit access.

b. These units as OPFOR or BLUFOR must come with a parent U.S. Forces unit who is responsible for unit actions. The foreign unit must be provided enough time to train with the U.S. Force unit at home station and be integrated into the unit prior to the rotation in which they will participate. The NTC has no capability to support single foreign units.

c. Any foreign unit training at the NTC requires HQDA, G-3/5/7, approval.

**APPENDIX A**

***Troop List Template***

**A-1. Troop List Approval**

Headquarters, Department of the Army, G-3/5/7, is the approving authority for the Standard Training Unit Troop Templates reflected in this appendix. Commanding General, FORSCOM, is the final approving authority for training unit troop lists. Training units will submit their troop lists derived from the following standard troop list templates through the respective ST headquarters for endorsement. The Senior Trainer-endorsed troop list is due to FORSCOM Hq NLT 165 days prior to rotation inclusive start date (D-165). Forward troop lists through Deputy, Chief of Staff for Operations, to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Troop Lists for ARNG Brigade Combat Teams are due to FORSCOM at D-365.

**A-2. Troop List Template**

The troop list template represents pre-approved units, allowable deployed personnel numbers, and total equipment authorizations. The NTC can support the template and listed unit types. The template represents what is allowed to deploy into the NTC training area. The listed authorizations are based on MTOE authorizations for an average of the unit types. Any increase in numbers deploying to NTC, either in personnel or equipment, requires approval by FORSCOM Deputy Commanding General/Chief of Staff. The intent of the template matrix is not to micromanage unit MTOEs. If a unit MTOE is higher (by a few numbers) than the listed template and represents the unit-authorized MTOE, the unit must still request an exception to the troop list and identify the current MTOE as justification. Troop list approvals are part of the troop list exception process addressed in paragraph A-1. Units requesting to deploy with more personnel or equipment than the template authorizes must have an approved exception prior to D-150 of the rotation or that unit and/or piece of equipment will not be allowed to exercise in the rotation.

**A-3. Troop List Submission**

Training units will submit proposed troop lists in memorandum form using FORSCOM Form 1060 as a guide and address the following:

a. Task organization. Including the BCT, aviation task force (found in tables A 5-7), and EAB support units. The BCT and the ST's headquarters have the lead on developing the task organization. The single mission and troop list document should address all rotational units (including requested troop list exceptions) with the ground BCT commander as the executive agent for the rotation.

b. Personnel and equipment listings IAW Rotational Unit Worksheet (Sect II, III, IV and VI).

c. Rotational unit's mission and METL.

d. Rotational unit requested tasks.

e. Training objectives.

f. Exceptions to FORSCOM Regulation (Reg) 350-50-1 standard troop list with justification (unit, equipment, personnel, and reason for requesting exception).

(1) Details of why the exception is being requested and what training objective the exception meets is required.

(2) Additional rotational funding of troop list exceptions, including transportation, instrumentation, and personnel tempo must be addressed and will be considered in the approval process.

g. Training augmentation requirements.

h. Transportation requirements.

i. Force modernization impacts and training summary.

(1) As units receive new modernized equipment and assets that change how units doctrinally execute missions, the NTC must also adjust. All modernized equipment must be able to connect to the training instrumentation.

(2) The following is a listing of equipment that will require a troop list exception approval by the CG, FORSCOM, to ensure connectivity: Enhanced Position Location and Reporting System (EPLRS), unmanned aerial systems, and intelligence systems.

j. Digital systems. Rotational units submit complete listing of all digital systems deploying to NTC with submission of Rotational Unit Worksheet , FORSCOM Form 1060.

k. Enablers. Rotational units are authorized enablers IAW Rotational Unit Worksheets. In addition, units can request additional enablers IAW paragraph (para) A-3f above. If approved, the Senior Commanders requesting these enablers are responsible for funding and augmentee requirements associated with these elements. The following list of enablers are not all inclusive, but is provided to assist rotational units with planning for their NTC rotation.

(1) Human Intelligence Terrain Team.

(2) Provincial Reconstruction Team.

- (3) Source Operations Teams**
- (4) Military Working Dogs.**
- (5) Advanced Source Operations teams.**
- (6) Integrated Base Defense Systems of Systems.**
- (7) Forward Engineer Support Team.**
- (8) Convoy Security Company.**
- (9) Combined Information Data Network Exchange.**
- (10) Company Intelligence Support Teams.**
- (11) Asymmetric Warfare Group.**
- (12) Combat Operations and Intelligence Center.**
- (13) Capabilities Integration Team(s).**
- (14) Host Nation Security Force.**
- (15) Transition Team(s).**
- (16) Defense Intelligence Analytic Center.**
- (17) National Security Agency Cryptologic Support Teams.**

**I. The BCT's senior commander headquarters will submit proposed troop list and exceptions to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for final approval. The corps will forward an information copy of the troop list to Commander, NTC, ATTN: AFZJ-PTO, NLT D-165.**

**m. The NTC will submit supporting comments to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT D-150. During coordination with NTC, units are encouraged to discuss rotational training objectives and troop list exceptions; however, NTC's ability to support does not constitute approval of troop lists or troop list exceptions.**

**n. Headquarters, FORSCOM, Chief of Staff, will release the approved troop list and exceptions to all subordinate units NLT D-120. The deadline for appealing the decision of the approved troop list is D-118.**

**FORSCOM Regulation 350-50-1**

**TABLE A-1  
IBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>IBCT</b>		<b>4400</b>	<b>Railcar Auth: 280 With Grid Offer Draw</b>	
<b>HHC</b>	<b>1</b>	<b>156</b>		<b>Trailers 11, 400-Gal Water Trlr Tank 1, Generators 3, HMMWVs 39, MTVs 2, LMTVs 2, AN/TYQ-103 Comp Sys 1, AN/TSQ-282 Air Def Airsp Mgmt Sys 1, MILVAN 1</b>
<b>BSTB</b>	<b>1</b>	<b>396</b>		<b>Trailers 58, 400-Gal Water Trlr Tanks 6, Generators 11, HMMWVs 98, Ambulance HMMWVs 2, MTVs 10, LMTVs 5, HEMTTs 4, Trctr FT High Speed (DEUCE) 2, Cont Kitchen 1, AN/TSQ-190 Contrl Comm 1, PROPHET Sys 2, Scoop Loader 1, Pump Flam Liq 1, SHADOW 1, SEEs 4, AN/TSQ-179 Tgt Acqu Subsys 1, AN/916TH SPT Bde-154 Term Sat Comm 2, MILVANs 5</b>
<b>RSTA</b>	<b>1</b>	<b>357</b>		<b>Trailers 23, 400-Gal Water Trlr Tanks 4, Generator 1, HMMWVs 79, Ambulance HMMWVs 4, MTVs 6, LMTV 1, MILVANs 5</b>
<b>Infantry Bn</b>	<b>2</b>	<b>1368</b>		<b>Trailers 50, 400-Gal Water Trlr Tanks 10, Generators 2, HMMWVs 142, Ambulance HMMWVs 16, LMTVs 14, MILVANs 10</b>
<b>Strike Bn</b>	<b>1</b>	<b>294</b>		<b>Trailers 49, 400-Gal Water Trlr Tanks 3, Generators 2, HMMWVs 84, Ambulance HMMWVs 3, MTVs 10, LMTVs 5, MILVANs 5</b>

**TABLE A-1 (Cont.)  
IBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>BSB</b>	<b>1</b>	<b>869</b>		<b>Trailers 204, 400-Gal Water Trlr Tanks 15, Generators 29, HMMWVs 131, Ambulance HMMWVs 14, MTVs 86, LMTVs 97, HEMTTs 30, Trucks 30, Forklifts 7, Shop Equip 7, Cont Kitchens 5, MKTs 2, Cleaner Steam Pressure Jet 5, Container Handling Units 7, Shelter Tac Exp 2, Tact Water Purif Sys 1, MILVANs 5</b>
<b>AMD Battery</b>	<b>1</b>	<b>123</b>		<b>Trailers 5, 400-Gal Water Trlr Tank 1, Generators 9, HMMWVs 48, MTV 1, LMTVs 5, Sentinel Radars 4, MKT 1, MILVAN 1</b>
<b>Engr Plt(-)</b>	<b>1</b>	<b>36</b>		<b>Trailers 4, HMMWVs 3, MTVs 3, Trucks 9, D7 Tractors 4, Scoop Loader 1, CATs 4</b>
<b>Chem Co Hq(-)</b>	<b>1</b>	<b>51</b>		<b>Trailers 5, Generators 2, HMMWVs 6, MTVs 2, LMTVs 4, HEMTTs 1, Recov Veh 1</b>
<b>Decon Plt</b>	<b>1</b>	<b>20</b>		<b>Trailers 6, HMMWVs 7, MTVs 6, LMTVs 3</b>
<b>Smoke Plt</b>	<b>1</b>	<b>25</b>		<b>Carr Smoke Generators 7</b>
<b>OD Co (EOD)</b>	<b>1</b>	<b>44</b>		<b>Trailers 15, HMMWVs 15, Expl Ord Disp Trk Mtd 10, Generators 2, MILVAN 1</b>
<b>Ammo Plt(-)</b>	<b>1</b>	<b>24</b>		<b>HMMWVs 2, Trucks 2, Forklifts 4, PLS Trucks 2</b>
<b>Transportation Co(-)</b>	<b>1</b>	<b>103</b>		<b>Trailers 34, HMMWVs 5, Trucks 23, HETs 12, PLS Trucks 22, MILVAN 1</b>
<b>Sust Hq Det(-)</b>	<b>1</b>	<b>78</b>		<b>HMMWVs 16, HEMTTs 2, Trucks 6, MKTs 2, SEEs 2, MILVAN 1</b>
<b>Medical Treatment Tm</b>	<b>1</b>	<b>14</b>		<b>Ambulance HMMWVs 2</b>
<b>Area Sig Co(-)</b>	<b>1</b>	<b>61</b>		<b>Trailers 11, Generators 25, HMMWVs 28, MTV 1, LMTV 1, MILVAN 1</b>

**FORSCOM Regulation 350-50-1**

**TABLE A-1 (Cont.)  
IBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
Quartermaster Co(-)	1	86		Trailers 31, HMMWVs 10, Trucks 34, Forklifts 4, MILVAN 1
MMC(-)	1	18		HMMWVs 6
Sust Cell	1	50		HMMWVs 9, Trucks 6
DTOC(-)	1	6		HMMWVs 2
DIV TAC(-)	1	40		HMMWVs 6, Carr Arm Cmd Post 4, JSTARS Common Ground Station 1
DIV Fwd Cell	1	25		NONE
DISE(-)	1	30		NONE
Weather Team	1	5		HMMWVs 2
ATS	1	6		NONE
Civil Affairs Tm	1	5		HMMWVs 1, Trlr 1
PSYOP DET	1	9		HMMWVs 2, 1 Trlr 1
Environment Team	1	29		Trailer 1, HMMWVs 2, Trucks 10, Scoop Loaders 2, SEEs 4
Dust Bowl Co	1	60		MILVAN 1

**TABLE A-2  
HBCT Plus EAB Troop List**

UNIT AND SUBUNITS	# UNITS	UNIT PERS	REMARKS	MAJOR EQUIPMENT
HBCT		4755	Railcar Auth: 446 With Grid Offer Draw	
HHC	1	164		Trailers 15, 400-Gal Water Trlr Tank 1, Generators 4, HMMWVs 37, MTV 1, LMTVs 2, Carr Arm Cmd Post 9, M2A3 IFV 1, AN/TYQ-103 Digital Comp Sys 1, MILVAN 1
Combined Arms Bn	2	1410		Trailers 32, 400-Gal Water Trlr Tanks 12, Generators 2, HMMWVs 78, MTVs 2, LMTVs 24, HEMTTs 4, Trucks 4, M1 Tanks 58, Carr Arm Cmd Post 12, Carr Cmd Post 6, Carr Pers 32, Fighting Veh FT Cav 6, ACEs 6, M2A2/A3 IFV 76, Fire Spt Tm Veh Bradley 8, Blade Mine Clearing 12, Carr Mortar 8, 6-Ton Carr Cgo 4, Roller Mine Clearing 4, SEEs 4, MILVANS 10
Strike Bn, 155SP	1	355		Trailers 15, 400-Gal Water Trlr Tanks 3, Generators 4, HMMWVs 51, Ambulance HMMWVs 3, MTVs 3, LMTVs 6, Carr Arm Cmd Post 8, PLS Trucks 12, Howitzers 16, Carr Ammo (CATV) 16, MILVANS 5
Brigade Special Troop Bn	1	314		Trailers 41, 400-Gal Water Trlr Tanks 5, Generators 9, HMMWVs 91, Ambulance HMMWVs 2, MTVs 4, LMTVs 7, HEMTTs 5, Rec Veh 1, Carr Arm Cmd Post 2, M2A3 IFVs 2, AN/TSQ-190 Cntrl Comm 1, PROPHET Sys 2, MKTs 2, FOXs 2, AN/TSQ-179V2 Target Acqu Subsys 1, AN/916TH SPT Bde-154 Term Sat Comm 1, Shadow 1, MILVANS 5

**FORSCOM Regulation 350-50-1**

**TABLE A-2 (Cont.)  
HBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>Brigade Support Bn</b>	<b>1</b>	<b>1179</b>		<b>Trailers 218, 400-Gal Water Trlr Tanks 19, Generators 30, HMMWVs 139, Ambulance HMMWVs 6, MTVs 111, LMTVs 63, HEMTTs 58, Trucks 55, Recov Vehs 26, Carr Cmd Post 6, Carr Pers 6, Forklifts 7, Shop Eqp 2, PLS Trucks 43, Cont Kitchens 7, Cleaner Steam Pressure Jet 5, Cont Spt Set (TOW-DRAGON) 1, Cont Handling Units 11, 7-Ton Cranes 4, Fwd Repair Sys 22, Shltr Tac Exp Twoside 2, MILVANs 5, Tac Water Purification System 1</b>
<b>Armed Recon Sqdn</b>	<b>1</b>	<b>379</b>		<b>Trailers 20, 400-Gal Water Trlr Tanks 4, Generators 1, HMMWVs 59, MTVs 2, LMTVs 7, Carr Arm Cmd Post 7, Carr Cmd Post 3, Carr Pers 11, Fighting Veh FT Cav 23, Fire Spt Tm Veh Bradley 3, Carr Mortars 6, MILVANs 5</b>
<b>AMD Battery</b>	<b>1</b>	<b>123</b>		<b>Trailers 5, 400-Gal Water Trlr Tank 1, Generators 9, HMMWVs 48, MTV 1, LMTVs 5, Sentinel Radars 4, MKT 1, MILVAN 1</b>
<b>Engr Plt(-)</b>	<b>1</b>	<b>36</b>		<b>Trailers 4, HMMWVs 3, MTVs 3, Trucks 9, D7 Tractors 4, Scoop Loader 1, CATs 4</b>
<b>Chem Co Hq(-)</b>	<b>1</b>	<b>51</b>		<b>Trailers 5, Generators 2, HMMWVs 6, MTVs 2, LMTVs 4, HEMTTs 1, Recov Veh 1</b>
<b>Decon Plt</b>	<b>1</b>	<b>20</b>		<b>Trailers 6, HMMWVs 7, MTVs 6, LMTVs 3</b>
<b>Smoke Plt</b>	<b>1</b>	<b>25</b>		<b>Carr Smoke Generators 7</b>
<b>OD Co (EOD)</b>	<b>1</b>	<b>44</b>		<b>Trailers 15, HMMWVs 15, Expl Ord Disp Trk Mtd 10, Generators 2, MILVAN 1</b>
<b>Ammo Plt(-)</b>	<b>1</b>	<b>24</b>		<b>HMMWVs 2, Trucks 2, Forklifts 4, PLS Trucks 2</b>
<b>Transportation Co(-)</b>	<b>1</b>	<b>103</b>		<b>Trailers 34, HMMWVs 5, Trucks 23, HETs 12, PLS Trucks 22, MILVAN 1</b>
<b>Sust Hq Det(-)</b>	<b>1</b>	<b>78</b>		<b>HMMWVs 16, HEMTTs 2, Trucks 6, MKTs 2, SEEs 2, MILVAN 1</b>

**TABLE A-2 (Cont.)  
HBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
Medical Treatment Tm	1	14		Ambulance HMMWVs 2
Area Sig Co(-)	1	61		Trailers 11, Generators 25, HMMWVs 28, MTV 1, LMTV 1, MILVAN 1
Quartermaster Co(-)	1	86		Trailers 31, HMMWVs 10, Trucks 34, Forklifts 4, MILVAN 1
MMC(-)	1	18		HMMWVs 6
Sust Cell	1	50		HMMWVs 9, Trucks 6
DTOC(-)	1	6		HMMWVs 2
DIV TAC(-)	1	40		HMMWVs 6, Carr Arm Cmd Post 4, JSTARS Common Ground Station 1
DIV Fwd Cell	1	25		NONE
DISE(-)	1	30		NONE
Weather Team	1	5		HMMWVs 2
ATS	1	6		NONE
Civil Affairs Tm	1	5		HMMWVs 1, Trlr 1
PSYOP Det	1	9		HMMWVs 2, Trlr 1
Environment Team	1	29		Trailer 1, HMMWVs 2, Trucks 10, Scoop Loaders 2, SEEs 4
Dust Bowl Co	1	60		MILVAN 1

**FORSCOM Regulation 350-50-1**

**TABLE A-3  
SBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>SBCT</b>		<b>4962</b>	<b>Railcar Auth: 529 With Grid Offer Draw</b>	
<b>HHC</b>	<b>1</b>	<b>138</b>		<b>Trailers 19, 400-Gal Water Trlr Tanks 2, Generators 3, HMMWVs 36, Comd Var Vehs (CVs) 3, MTVs 7, AN/TSQ-253 Center Comm Ops 1, MILVAN 1</b>
<b>MI Co</b>	<b>1</b>	<b>79</b>		<b>Trailers 13, 400-Gal Water Trlr Tank 1, Generators 2, HMMWVs 23, MTVs 4, AN/TYQ-103 Comp Sys 1, AN/TSQ-179 Tgt Acq Subsys 1, MILVAN 1</b>
<b>Signal Co</b>	<b>1</b>	<b>70</b>		<b>Trailers 13, 400-Gal Water Trlr Tank 1, Generators 5, HMMWVs 33, Comd Var Vehs (CVs) 2, MTV 1, AN/TSQ-158A Net Cont Stations 2, 1, AN/916TH SPT Bde-154 Terminal Sat Comm 2, MILVAN 1</b>
<b>Inf Bn</b>	<b>3</b>	<b>2085</b>		<b>Trailers 33, 400-Gal Water Trlr Tanks 33, Generators 6, HMMWVs 96, Ambulance HMMWVs 6, Cmd Var Vehs (CVs) 15, Fire Spt Vehs (FSVs) 9, Inf Carr Veh s (ICVs) 126, Med Evac Vehs (MEVs) 12, Mortar Carr Vehs (MCVs) 30, Mob Gun Sys (MGS) 27, Recon Vehs (RVs) 12, MTVs 36, AN/TYQ-120V1 Net Mgmt Cent 3, MILVANs 15</b>
<b>Cav Sqdn</b>	<b>1</b>	<b>435</b>		<b>Trailers 18, 400-Gal Water Trlr Tanks 8, Generators 1, HMMWVs 40, Ambulance HMMWVs 2, Cmd Var Vehs (CVs) 6, Fire Spt Vehs (FSVs) 3, Med Evac Vehs (MEVs) 4, Mort Carr Vehs (MCVs) 6, NBC Recon Vehs (NBC RVs) 3, Recon Vehs (RVs) 39, MTVs 14, PROPHET Sys 3, SHADOW 1, MILVANs 5</b>

**TABLE A-3 (Cont.)  
SBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
Anti-Armor Co	1	54		Trailer 1, 400-Gal Water Trlr Tank 1, HMMWV 1, Anti-Tank Guided Missile Vehs (ATGMs) 9, Fire Spt Veh (FSV) 1, Inf Carr Veh (ICV) 1, MTVs 2, MILVAN 1
FA Bn	1	394		Trailers 53, 400-Gal Water Trlr Tanks 4, Generators 3, HMMWVs 67, Ambulance HMMWVs 3, Cmd Var Veh (CV) 1, MTVs 47, AN/TYQ-120V1 Net Mgmt Cent 1, MILVANS 5
Eng Co	1	143		Trailers 25, 400-Gal Water Trlr Tanks 2, HMMWVs 6, Eng Squad Vehs (ESVs) 12, Inf Carr Veh (ICV) 1, MTVs 2, HMEEs 6, Trucks 6, Bridge Fixed: Rapidly 4, Trctr FT High Speed (DEUCE) 6, Trk Transprt Common Bldg 4, MILVAN 1
Spt Bn	1	616		Trailers 167, 400-Gal Water Trlr Tanks 19, Hippos 19, Generators 23, HMMWVs 118, Ambulance HMMWVs 15, MTVs 71, HEMTTs 31, Trucks 57, Forklifts 8, Shop Equip 2, ASL Mobility Sys 3, Cont Spt Set (TOW-DRAGON) 1, Cont Refer 7, Cont Kitchen 7, Cont Handling Units 14, Fwd Rep Sys 12, 500-Gal Drum Fab Cols 42, AN/TYQ-120V1 Network Mgmt Cent 1, Shltr Tac Exp 3, Tact Water Purif Sys 1, Dolly Set Lift Shltr 1, Std Auto Tool Sets 2, Welding Shop Trlr 1, MILVANS 5
AMD Battery	1	123		Trailers 5, 400-Gal Water Trlr Tank 1, Generators 9, HMMWVs 48, MTV 1, LMTVs 5, Sentinel Radars 4, MKT 1, MILVAN 1
Engr Plt(-)	1	36		Trailers 4, HMMWVs 3, MTVs 3, Trucks 9, D7 Tractors 4, Scoop Loader 1, CATs 4
Chem Co Hq(-)	1	51		Trailers 5, Generators 2, HMMWVs 6, MTVs 2, LMTVs 4, HEMTTs 1, Recovery Vehicle 1
Decon Plt	1	20		Trailers 6, HMMWVs 7, MTVs 6, LMTVs 3
Smoke Plt	1	25		Carr Smoke Generators 7

**FORSCOM Regulation 350-50-1**

**TABLE A-3 (Cont.)  
SBCT Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
OD Co (EOD)	1	44		Trailers 15, HMMWVs 15, Expl Ord Disp Trk Mtd 10, Generators 2, MILVAN 1
Ammo Plt(-)	1	24		HMMWVs 2, Trucks 2, Forklifts 4, PLS Trucks 2
Transportation Co(-)	1	103		Trailers 34, HMMWVs 5, Trucks 23, HETs 12, PLS Trucks 22, MILVAN 1
Sust Hq Det(-)	1	78		HMMWVs 16, HEMTTs 2, Trucks 6, MKTs 2, SEEs 2, MILVAN 1
Medical Treatment Tm	1	14		Ambulance HMMWVs 2
Area Sig Co(-)	1	61		Trailers 11, Generators 25, HMMWVs 28, MTV 1, LMTV 1, MILVAN 1
Quartermaster Co(-)	1	86		Trailers 31, HMMWVs 10, Trucks 34, Forklifts 4, MILVAN 1
MMC(-)	1	18		HMMWVs 6
Sust Cell	1	50		HMMWVs 9, Trucks 6
DTOC(-)	1	6		HMMWVs 2
DIV TAC(-)	1	40		HMMWVs 6, Carr Arm Cmd Post 4, JSTARS Common Ground Station 1
DIV Fwd Cell	1	25		NONE
DISE(-)	1	30		NONE
Weather Team	1	5		HMMWVs 2
ATS	1	6		NONE
Civil Affairs Tm	1	5		HMMWVs 1, Trlr 1
PSYOP Det	1	9		HMMWVs 2, Trlr 1
Environment Team	1	29		Trailer 1, HMMWVs 2, Trucks 10, Scoop Loaders 2, SEEs 4
Dust Bowl Co	1	60		MILVAN 1

**TABLE A-4  
ACR Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PER</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>Armored Cavalry Regiment</b>		<b>5514</b>	<b>Railcar Auth: 607 With Grid Offer Draw</b>	
<b>HHT</b>	<b>1</b>	<b>149</b>		<b>Trailers 15, 400-Gal Water Trlr Tanks 2, Generators 6, HMMWVs 41, Ambulance HMMWV 1, MTVs 3, LMTVs 8, Recov Veh 1, Carr Arm Cmd Post 7, Carr Pers 1, Fighting Veh FT Cav 2, MKT 1, Cleaner Steam Pressure Jet 1, Air Def Airspace Mgmt Sys 1, MILVAN 1</b>
<b>Cavalry Squadron</b>	<b>3</b>	<b>2580</b>		<b>Trailers 96, 400-Gal Water Trlr Tanks 30, HMMWVs 129, MTVs 30, LMTVs 93, HEMTTs 93, M1 Tanks 123, Recov Vehs 24, Blade Mine Clearing 18, Carr Ammo (CATV) 18, Carr Mortar 120mm 18, Carr Arm Cmd Post 21, Carr Cmd Post 15, Carr Pers 39, AVLBs 9, Cont Kitchens 3, MKTs 6, Fwd Rep Sys 15, PLS Trucks 33, Fighting Veh FT Cav 123, Fire Spt Tm Veh 12, Howitzers 18, M60 Lnchrs 9, Roller Mine Clearing 9, MILVANs 15</b>
<b>Air Cavalry Squadron</b>	<b>1</b>	<b>730</b>	<b>UH-60L--10 AH-64D--24</b>	<b>Trailers 119, 400-Gal Water Trlr Tanks 9, 2000-Gal HIPPOs 3, Generators 14, HMMWVs 63, MTVs 48, LMTVs 29, HEMTTs 24, Trucks 4, Forklifts 3, Cont Kitchen 1, MKT 1, Maint Platform Hydraulic Adjust 4, Maint Platform Mech Adj 4, Cleaner Steam Pressure Jet 1, 7 ½ Ton Cranes 3, Fwd Rep Sys 1, Shop Equip 13, 500-Gal Drum Fab Cols 12, Transport Airmob: Hyd Lift 5, Generic Acft Nitro Gen 1, MILVANs 5</b>

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**TABLE A-4 (Cont.)  
ACR Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
Support Squadron	1	658		Trailers 130, 400-Gal Water Trlr Tanks 6, Generators 20, HMMWVs 67, Ambulance HMMWVs 6, MTVs 89, LMTVs 69, HEMTTs 5, Trucks 4, HETs 6, Recov Vehs 5, Carr Cmd Post 4, Carr Pers 6, Forklifts 9, Cont Kitchen 1, Contact Spt Set: (TOW-DRAGON) 1, Container Handling Unit 1, Fwd Rep Sys 3, 500-Gal Drum Fab Col 1, Pump Unit Cent Water 4, Tact Water Purif Sys 2, Shop Equip 6, PLS Trucks 6, MILVANs 5
Engineer Co	1	192		Trailers 29, 400-Gal Water Trlr Tank 1, Generator 1, MTVs 12, LMTVs 2, HEMTTs 4, Trucks 11, Recov Veh 1, Carr Cmd Post 2, 6-Ton Carr Cgo 3, AVLBs 5, MKT 1, M60 Launchers 6, MICLICs 6, Scoop Loader 1, Cleaner Steam Pressure Jet 1, Fwd Rep Sys 1, Shop Equip 1, PLS Truck 1, ACEs 6, SEEs 3, Inf Fighting Vehs Engr 13, MILVAN 1
Chemical Co	1	75		Trailers 3, Carr Smoke Generators 7, HMMWVs 7, MTV 1, LMTVs 1, HEMTTs 2, FOXs 6, Recov Veh 1, Cleaner Steam Pressure Jet 1, Std Auto Tool Set 1, MILVAN 1
MI Co	1	135		Trailers 16, 400-Gal Water Trlr Tanks 2, Generators 6, HMMWVs 36, MTVs 3, LMTVs 5, MKT 1, SHADOWs 2, Cleaner Steam Pressure Jet 1, AN/TSQ-190 Cntrl Comm 1, PROPHET Sys 4, Target Acqu Subsys 1, MILVAN 1
CH-47 Flight Platoon	1	16	CH-47 D--4	Trailer 1, HMMWV 1
Forward Support Med Evac Team	1	19	UH-60 A--3	Trailer 1, HMMWV 1

**TABLE A-4 (Cont.)  
ACR Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
AMD Battery	1	123		Trailers 5, 400-Gal Water Trlr Tank 1, Generators 9, HMMWVs 48, MTV 1, LMTVs 5, Sentinel Radars 4, MKT 1, MILVAN 1
Engr Plt(-)	1	36		Trailers 4, HMMWVs 3, MTVs 3, Trucks 9, D7 Tractors 4, Scoop Loader 1, CATs 4
Chem Co Hq(-)	1	51		Trailers 5, Generators 2, HMMWVs 6, MTVs 2, LMTVs 4, HEMTTs 1, Recovery Vehicle 1
Decon Plt	1	20		Trailers 6, HMMWVs 7, MTVs 6, LMTVs 3
Smoke Plt	1	25		Carr Smoke Generators 7
OD Co (EOD)	1	44		Trailers 15, HMMWVs 15, Expl Ord Disp Trk Mtd 10, Generators 2, MILVAN 1
Ammo Plt(-)	1	24		HMMWVs 2, Trucks 2, Forklifts 4, PLS Trucks 2
Transportation Co(-)	1	103		Trailers 34, HMMWVs 5, Trucks 23, HETs 12, PLS Trucks 22, MILVAN 1
Sust Hq Det(-)	1	78		HMMWVs 16, HEMTTs 2, Trucks 6, MKTs 2, SEEs 2, MILVAN 1
Medical Treatment Tm	1	14		Ambulance HMMWVs 2
Area Sig Co(-)	1	61		Trailers 11, Generators 25, HMMWVs 28, MTV 1, LMTV 1, MILVAN 1
Quartermaster Co(-)	1	86		Trailers 31, HMMWVs 10, Trucks 34, Forklifts 4, MILVAN 1
MMC(-)	1	18		HMMWVs 6
Sust Cell	1	50		HMMWVs 9, Trucks 6
DTOC(-)	1	6		HMMWVs 2
DIV TAC(-)	1	40		HMMWVs 6, Carr Arm Cmd Post 4, JSTARS Common Ground Station 1
DIV Fwd Cell	1	25		NONE

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**TABLE A-4 (Cont.)  
ACR Plus EAB Troop List**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>DISE(-)</b>	<b>1</b>	<b>30</b>		<b>NONE</b>
<b>Weather Team</b>	<b>1</b>	<b>5</b>		<b>HMMWVs 2</b>
<b>ATS</b>	<b>1</b>	<b>6</b>		<b>NONE</b>
<b>Civil Affairs Tm</b>	<b>1</b>	<b>5</b>		<b>HMMWVs 1, Trlr 1</b>
<b>PSYOP DET</b>	<b>1</b>	<b>9</b>		<b>HMMWVs 2, Trlr 1</b>
<b>Environment Team</b>	<b>1</b>	<b>29</b>		<b>Trailer 1, HMMWVs 2, Trucks 10, Scoop Loaders 2, SEEs 4</b>
<b>Dust Bowl Co</b>	<b>1</b>	<b>60</b>		<b>MILVAN 1</b>

**TABLE A-5  
Combat Aviation Brigade Task Force (Heavy)**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>CAB Heavy</b>		<b>704</b>	<b>Railcar Auth: 86 With Grid Offer Draw</b>	
<b>Bde Hq(-)</b>	<b>1</b>	<b>75</b>		<b>HMMWVs 10, MILVANs 3</b>
<b>Attack/Recon Bn(-)</b>	<b>1</b>	<b>291</b>		
<b>HHC(-)</b>	<b>1</b>	<b>65</b>		<b>Trailers 5, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 10, LMTV 1</b>
<b>Attack/Recon Companies</b>	<b>2</b>	<b>70</b>	<b>16-- AH-64D</b>	<b>Trailers 6, HMMWVs 4, LMTVs 2</b>
<b>Aviation Maintenance Co(-) (AVUM)</b>	<b>1</b>	<b>78</b>		<b>Trailers 9, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 5, LMTVs 7, ATLAS 1, 7.5-Ton Crane 1, Floodlight Sets 2, Maint Platforms 4</b>
<b>FSC(-)</b>	<b>1</b>	<b>78</b>		<b>Trailers 21, 400-Gal Water Trlr Tanks 2, Generators 2, HMMWVs 6, MTVs 11, LMTVs 2, HEMTTs 15, ATLAS 2, Cont Kitchen 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1, 500-Gal Drum Fab Cols 8</b>
<b>Assault Company(+)</b>	<b>1</b>	<b>119</b>		
<b>HHC(-)</b>	<b>1</b>	<b>10</b>		<b>HMMWVs 3, LMTVs 1</b>
<b>Assault Company</b>	<b>1</b>	<b>43</b>	<b>10-- UH-60L</b>	<b>Trailers 3, HMMWVs 3</b>
<b>Aviation Maintenance Co(-) (AVUM)</b>	<b>1</b>	<b>31</b>		<b>Trailers 5, 400-Gal Water Trlr Tank 1, Generators 1, HMMWVs 3, LMTVs 4, ATLAS 1, 7.5-Ton Crane 1, Floodlight Set 1, Maint Platforms 2</b>

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**TABLE A-5 (Cont.)  
Combat Aviation Task Force (Heavy)**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>FSC(-)</b>	<b>1</b>	<b>35</b>		<b>Trailers 9, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 3, MTVs 7, LMTVs 1, HEMTTs 5, Truck 1, ATLAS 1, Cont Kitchen 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1, 500-Gal Drum Fab Cols 4</b>
<b>GSAB(-)</b>	<b>1</b>	<b>60</b>		
<b>C3 Flight Plt</b>	<b>1</b>	<b>16</b>	<b>3-- UH-60L 1-- EUH-60L</b>	<b>Trailer 1, HMMWV 1</b>
<b>CH-47 Flight Plt</b>	<b>1</b>	<b>16</b>	<b>4-- CH-47D/F</b>	<b>Trailer 1, HMMWV 1</b>
<b>Fwd Spt Med Evac Tm</b>	<b>1</b>	<b>19</b>	<b>3-- UH-60A/L</b>	<b>Trailer 1, HMMWV 1</b>
<b>Control Tower Tm</b>	<b>1</b>	<b>9</b>		<b>LMTVs 3</b>
<b>Avn Supt Bn(-)</b>	<b>1</b>	<b>159</b>		
<b>HSC(-)</b>	<b>1</b>	<b>52</b>		<b>Trailers 8, 400-Gal Water Trlr Tank 1, Generators 3, HMMWVs 12, Ambulance HMMWV 1, MTVs 2, LMTVs 4, PLS Truck 1, Cont Kitchen 1, MKT 1, Fwd Repair Sys 1</b>
<b>Avn Spt Co(-) (AVIM)</b>	<b>1</b>	<b>83</b>		<b>Trailers 14, 400-Gal Water Trlr Tank 1, Generators 3, HMMWVs 5, MTVs 6, LMTVs 2, HEMTT 1, Truck 1, 7.5-Ton Crane 1, Shop Equip 7, Comp Unit Rcp 1, Floodlight Set 1, Maint Platforms 2</b>
<b>Signal Network Support Co(-) (RSTA/Fires/Avn)</b>	<b>1</b>	<b>24</b>		<b>Trailers 4, 400-Gal Water Trlr Tank 1, Generators 2, HMMWVs 8, MTV 1, Terminal: Satellite Communication AN/916TH SPT Bde-154 1</b>

**TABLE A-6  
Combat Aviation Task Force (Medium)**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>CAB Medium</b>		<b>712</b>	<b>Railcar Auth: 101 With Grid Offer Draw</b>	
<b>Bde Hq(-)</b>	<b>1</b>	<b>75</b>		<b>HMMWVS 10, MILVANS 3</b>
<b>Attack/Recon Bn(-)</b>	<b>1</b>	<b>282</b>		
<b>HHC(-)</b>	<b>1</b>	<b>61</b>		<b>Trailers 8, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 15, LMTVs 2</b>
<b>Attack/Recon Co (AH-64D)</b>	<b>1</b>	<b>35</b>	<b>8--AH-64D</b>	<b>Trailers 3, HMMWVs 2, LMTV 1</b>
<b>Attack/Recon Trp (OH-58D)</b>	<b>1</b>	<b>33</b>	<b>10--OH-58D</b>	<b>Trailers 3, HMMWVs 2, LMTV 1,</b>
<b>Aviation Maintenance Trp(-) (AVUM)</b>	<b>1</b>	<b>76</b>		<b>Trailers 8, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 5, LMTVs 9, ATLAS 1, 7.5-Ton Crane 1, Floodlight Set 1, Maint Platforms 2</b>
<b>FSC(-)</b>	<b>1</b>	<b>77</b>		<b>Trailers 19, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 5, MTVs 11, LMTV 1, HEMTTs 13, ATLAS 1, Cont Kitchen 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1, 500-Gal Drum Fab Coils 8</b>
<b>Assault Company (+)</b>	<b>1</b>	<b>137</b>		
<b>HHC(-)</b>	<b>1</b>	<b>10</b>		<b>HMMWVs 2, LMTV 1</b>
<b>Assault Company</b>	<b>1</b>	<b>43</b>	<b>10--UH-60L</b>	<b>Trailers 3, HMMWVs 3</b>
<b>Aviation Maintenance Co(-) (AVUM)</b>	<b>1</b>	<b>30</b>		<b>Trailers 4, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 3, LMTVs 4, ATLAS 1, 7.5-Ton Crane 1, Floodlight Set 1, Maint Platforms 2</b>

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TABLE A-6 (Cont.)  
 Combat Aviation Task Force (Medium)

UNIT AND SUBUNITS	# UNITS	UNIT PERS	REMARKS	MAJOR EQUIPMENT
FSC(-)	1	34		Trailers 9, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 2, MTVs 7, LMTV 1, HEMTTs 5, Trucks 1, ATLAS 1, Cont Kitchen 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1, 500-Gal Drum Fab Cols 4
Pathfinder Co(-)	1	20		Trailers 2, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 3, LMTV 1, Net Control Station 1
GSAB(-)	1	60		
C3 Flight Plt	1	16	3--EUH-60L	Trailer 1, HMMWV 1,
CH-47 Flight Plt	1	16	4-- CH-47D/F	Trailer 1, HMMWV 1,
Fwd Spt Med Evac Tm	1	19	4-- UH-60A/L	Trailer 1, HMMWV 1
Control Tower Tm	1	9		LMTVs 3
Avn Supt Bn(-)	1	158		
HSC(-)	1	51		Trailers 12, 400-Gal Water Trlr Tank 1, Generators 4, HMMWVs 12, Ambulance HMMWV 1, MTVs 4, LMTVs 4, HEMTT 1, PLS Truck 1, Cont Kitchen 1, MKT 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1
Avn Spt Co(-) (AVIM)	1	84		Trailers 15, 400-Gal Water Trlr Tank 1, Generators 5, HMMWVs 5, MTVs 7, LMTVs 2, HEMTT 1, Truck 1, ATLAS 1, 7.5-Ton Crane 1, Shop Equip 15, Comp Unit Rcp 1, Maint Platforms 2, Test Facility Base Shop 1, Transporter Airmobile 1
Signal Network Support Co(-) (RSTA/Fires/Avn)	1	23		Trailers 4, 400-Gal Water Trlr Tank 1, Generators 2, HMMWVs 10, MTV 1, Terminal: Satellite Communication AN/916TH SPT Bde-154 1, Joint Node Network 1

**TABLE A-7  
Combat Aviation Troop List (Light )**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>CAB Light</b>		<b>676</b>	<b>Railcar Auth: 78 With Grid Offer Draw</b>	
<b>Bde Hq(-)</b>	<b>1</b>	<b>75</b>		<b>HMMWVs 10, MILVANS 3</b>
<b>Attack/Recon Bn(-)</b>	<b>1</b>	<b>259</b>		
<b>HHC(-)</b>	<b>1</b>	<b>62</b>		<b>Trailers 10, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 17, LMTV 3</b>
<b>Attack/Recon Troops</b>	<b>2</b>	<b>66</b>	<b>20--OH-58D</b>	<b>Trailers 6, HMMWVs 4, LMTVs 2</b>
<b>Aviation Maintenance Trp(-) (AVUM)</b>	<b>1</b>	<b>53</b>		<b>Trailers 9, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 5, LMTVs 9, ATLAS 1, 7.5-Ton Crane 1, Floodlight Sets 2, Maint Platforms 2</b>
<b>FSC(-)</b>	<b>1</b>	<b>78</b>		<b>Trailers 17, 400-Gal Water Trlr Tanks 2, Generators 2, HMMWVs 6, MTVs 11, LMTVs 2, HEMTTs 15, ATLAS 2, Cont Kitchen 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1, 500-Gal Drum Fab Cols 8</b>
<b>Assault Company (+)</b>	<b>1</b>	<b>119</b>		
<b>HHC(-)</b>	<b>1</b>	<b>10</b>		<b>HMMWVs 5</b>
<b>Assault Company</b>	<b>1</b>	<b>43</b>	<b>10--UH-60A</b>	<b>Trailers 3, HMMWVs 3</b>
<b>Aviation Maintenance Co(-) (AVUM)</b>	<b>1</b>	<b>31</b>		<b>Trailers 5, 400-Gal Water Trlr Tank 1, Generators 1, HMMWVs 3, LMTVs 4, ATLAS 1, 7.5-Ton Crane 1, Floodlight Set 1, Maint Platforms 2</b>
<b>FSC(-)</b>	<b>1</b>	<b>35</b>		<b>Trailers 7, 400-Gal Water Trlr Tank 1, Generator 1, HMMWVs 3, MTVs 7, LMTVs 1, HEMTTs 4, ATLAS 1, Cont Kitchen 1, Cleaner Steam Pressure Jet 1, Fwd Repair Sys 1, 500-Gal Drum Fab Cols 4</b>

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**TABLE A-7 (Cont.)  
Combat Aviation Troop List (Light )**

<b>UNIT AND SUBUNITS</b>	<b># UNITS</b>	<b>UNIT PERS</b>	<b>REMARKS</b>	<b>MAJOR EQUIPMENT</b>
<b>GSAB(-)</b>	<b>1</b>	<b>60</b>		
<b>C3 Flight Plt</b>	<b>1</b>	<b>16</b>	<b>1--EUH-60L 3--UH-60A</b>	<b>Trailer 1, HMMWV 1</b>
<b>CH-47Flight Plt</b>	<b>1</b>	<b>16</b>	<b>4-- CH-47D/F</b>	<b>Trailer 1, HMMWV 1</b>
<b>Fwd SptMed EvacTm</b>	<b>1</b>	<b>19</b>	<b>3--UH-60A/L</b>	<b>Trailer 1, HMMWV 1</b>
<b>Control Tower Tm</b>	<b>1</b>	<b>9</b>		<b>LMTVs 3</b>
<b>Avn SuptBn(-)</b>	<b>1</b>	<b>163</b>		
<b>HSC(-)</b>	<b>1</b>	<b>50</b>		<b>Trailers 9, 400-Gal Water Trlr Tank 1, Generators 4, HMMWVs 11, Ambulance HMMWV 1, MTVs 3, LMTVs 4, HEMTTs 1, PLS Truck 1, Trucks 1, Cont Kitchen 1, MKT 1, Shop Equip 1, Fwd Repair Sys 1</b>
<b>Avn SptCo(-) (AVIM)</b>	<b>1</b>	<b>89</b>		<b>Trailers 12, Generators 3, HMMWVs 5, MTVs 7, LMTVs 2, HEMTT 1, 7.5-Ton Crane 1, Shop Equip 6, Comp Unit Rcp 1, Floodlight Set 1, Maint Platforms 2</b>
<b>Signal Network Support Co(-) (RSTA/Fires/Avn)</b>	<b>1</b>	<b>24</b>		<b>Trailers 4, 400-Gal Water Trlr Tank 1, Generators 3, HMMWVs 8, MTV 1, Terminal: Satellite Communication AN/916TH SPT Bde-154 1</b>

**NOTE 1:** Personnel numbers are based on fiscal year 2007-2009 MTOEs and are intended as a guide for budget managers. Commanders, however, must not exceed MTOE authorizations in any category without an approved exception to the troop list templated for the rotation. This resource control measure is designed for personnel, equipment, and assets that may deploy in support of the rotation. Any additional systems/units participating in the rotation will increase the OC augmentation requirement. Units requesting troop list exceptions must use available authorized lift. No additional lift (rail, line haul, or Strategic Air) will be authorized. Units requesting additional personnel/units must also provide OC augmentation, if support is required.

**NOTE 2:** Composition of the Division Support Cell is at the discretion of the rotational unit's division headquarters.

**NOTE 3:** The rotational unit's Environmental Clean-Up Team (ECT) will have the capability to respond to spills, communicate with the DTOC, Range Control, Rotational Emergency Operations Center (EOC), and the Director of Public Works (DPW) Environmental Division and dispose of spills in compliance with NTC Regulation 200-3. The ECT will clean up all rotational spills, including clearing the Rotational Unit Field Maintenance Area following regeneration. The ECT will be controlled by an officer in charge (OIC) (recommended O-3) and an NCOIC. The ECT personnel will be provided training by the NTC environmental staff upon arrival at the NTC. The ECT will be split into two teams with one team operating from the Division Support Area and one team operating from the brigade support area (BSA). See below for equipment and personnel requirements:

<u>SYSTEM</u>	<u>QTY</u>	<u>PERSONNEL</u>
HMMWV	2	2
SEE	4	4
5T Dump Truck	10	15
Scoop Loader	2	2
5T or 10T tractor w/lowboy trailer	1	1
GPS Unit	2	0
	<u>21</u>	<u>24</u>
	Total =	

**NOTE 4:** All imagery products and information will remain under control of NTC Operations Group. There will be no direct connectivity by any means between outside imagery processing or analysis facilities and units in the maneuver area. Connectivity will pass through the NTC Operations Center (DTOC, Building 990) to ensure maintenance of the fidelity of the tactical scenario and control of the information passed to the rotational unit. Any equipment used to transmit imagery or information to the unit in the field will be provided, maintained, and staffed by the rotational unit under control of the Operations Group DTOC. (Equipment in this category will be approved as part of the troop list exception process to ensure connectivity.)

## **FORSCOM Regulation 350-50-1**

**NOTE 5: All non-MTOE communication equipment to include cellular phones and any other electrical emitter requires an approved troop list exception. Exceptions will not be approved unless tested prior to the rotation by NTC G-3, Spectrum Management Division. Use of cellular phones requires the using unit to reimburse Fort Irwin for local system use and must be approved via the troop list exception process. This includes communications systems that operate in a roaming mode and billed via home station accounts.**

**APPENDIX B**

***Opposing Force Augmentation Unit***

**B-1. General**

This appendix outlines the NTC OPFOR Augmentation Program and provides guidance to AC and RC units preparing to deploy an Opposing Force Augmentation Unit (OAU) to the NTC.

a. The NTC OPFOR (11th ACR) replicates the major elements of a brigade tactical group and opposes the training units during FOF by executing offensive and defensive combat operations employing current threat doctrine within the COE.

b. Forces Command augments the OPFOR with engineer, artillery, and mortar units to provide the correct OPFOR signature during Force-On- Force training.

**B-2. Allocation of Training Period**

a. The FORSCOM units must provide one combat engineer company, one artillery battery, and one mortar platoon per training rotation. Requirements are assigned to each division in a direct ratio to the number of training rotations allocated per fiscal year.

b. National Guard Bureau schedules OPFOR infantry and engineer companies where possible in support of rotations. The ARNG units providing OPFOR engineer, artillery, and mortar augmentation to NTC will not exceed 19 days of Annual Training (AT), including travel time. The OPFOR augmentees are required to be present from RSO&I through TD-10. The advance party should arrive 3 days prior to main body.

c. Forces Command schedules OPFOR augmentation during the semiannual ARFORGEN Synchronization Conference.

d. Other ASCC, USAR, United States Marine Corps (USMC) units, foreign nation volunteers, and the 3d Infantry Regiment (Old Guard) frequently request OPFOR augmentation slots on a volunteer basis. Requests must be coordinated through their higher headquarters to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

**B-3. Specific Responsibilities**

a. Headquarters, FORSCOM:

## **FORSCOM Regulation 350-50-1**

**(1) Forces Command tasks units to provide OPFOR augmentation companies and periodically publishes an updated schedule of tasked units.**

**(2) Provide RC units the opportunity to participate in the OPFOR Augmentation Program.**

**(3) Ensure ASCCs, direct reporting units, and/or divisions identify company/battalion-size units to perform OAU duty no less than 180 days in advance and are aware of their responsibilities per para C-3c.**

### **b. Commander, NTC:**

**(1) Initiate the coordination between OAU and NTC OPFOR (11th ACR) and provide an administrative/operations packet to the OAU prior to deployment.**

**(2) Coordinate the OAU's use of training areas with 11th ACR.**

**(3) Provide OAU with Class I, II, III, IV, V, VII, VIII, and IX maps and MILES equipment.**

**(4) Provide billets for companies with access to shower facilities when not in the field.**

**(5) Issue OPFOR uniforms to augmentation unit personnel for duration of the field exercise.**

**(6) Provide medical support.**

**(7) Provide Level two maintenance support as needed.**

**(8) Conduct the OPFOR Academy for the OAU.**

**(9) Coordinate drop zone support as required by OAUs.**

**(10) Assist in coordinating transportation to and from the local airhead for the OAU.**

**(11) Provide a tentative list of engineer work/projects to engineer units prior to departure from home station.**

**(12) Provide the OAU a training schedule 30 days prior to deployment for garrison training. Field training schedules will be issued upon arrival. The OAU commanders will submit NLT 30 days prior to deployment an optional training time schedule to include range requests, if required.**

**c. The OPFOR Augmentation Unit.**

**(1) Augmentee units will submit requests to train as an OAU through their chain of command to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.**

**(2) After being scheduled as an OAU, contact the NTC G-3, Plans and Operations Division, ATTN: AFZJ-PTO, DSN: 470-3326/3602, to initiate coordination.**

**(3) Final coordination is made with the S-3, 11th ACR, ATTN: AFZJ-AC-O, DSN: 470-5129/5125, and the NTC host unit, HHT, 11th Armored Cavalry Regiment, ATTN: AFZJ-AC-HT, DSN: 470-4726/5169.**

**(4) Coordinate with 916th Spt Bde Surface Section, DSN: 470-4977/4978, for local transportation to and from local port of entry.**

**(5) Headquarters and headquarters detachment, Palehorse, conducts RSO&I for all OPFOR augmentee units.**

**(6) The OAU commanders will submit NLT 30 days prior to deployment an optional training time schedule to include range requests, if required.**

**B-4. Concept**

**a. Requests to augment the NTC OPFOR during a training period should be submitted through normal command channels prior to the ARFORGEN Training and Resourcing Conference.**

**b. Units scheduled/tasked by FORSCOM will comprise company-sized engineer units, battery-sized artillery units, and platoon-sized mortar units. Parent battalion may task organize, as necessary, to meet strengths.**

**c. Coordination Procedures for OAU:**

**(1) Augmentee units must make coordination telephonically with 11th ACR, S-3, at DSN: 470-6930/2123/4135/5046, upon notification. The Regimental S-3 will send a copy of the "Allied Handbook" covering augmentee operations. The regiment will arrange for a coordination visit of five personnel (company commander, executive officer, and supply sergeant for company-size OAUs as well as battalion executive officer and S-4 for a battalion-size OAU) to conduct a logistics recon of Fort Irwin. Coordination will also be made for a leaders recon for company commanders and platoon leaders to observe the preparation and execution of a mission with the OPFOR Regiment.**

## **FORSCOM Regulation 350-50-1**

**(2) The 11th ACR performs the OPFOR mission at the NTC. The command and control of the regiment rotates between the two squadrons.**

**(3) The OAU should conduct a logistics recon when its headquarters is in a planning cycle. The leaders recon should be conducted when the regimental headquarters is in a rotation cycle.**

**(4) The S-3, 11th ACR, will inform OAU who its headquarters will be and give guidance to allow for optimum time to conduct logistics and leaders recons.**

**d. The 11th ACR will attach OAUs to the regiment for administrative actions.**

**e. Each engineer, artillery, and mortar OAU will bring personnel and equipment shown at paragraph B-6. Headquarters, FORSCOM, will provide transportation and operating funds for AC/RC personnel and equipment deployment. Commanders desiring to bring personnel and equipment above the levels listed in paragraph C-6 may do so ICW Cdr, NTC; however, corps, division, separate brigade, or regiment will fund the operations and transportation costs associated with additional personnel and equipment.**

**f. The OAU will arrive no earlier than 4 and no later than 3 days prior to TD-1. The unit will participate in OPFOR certification training in preparation for the training period. The unit will redeploy from Fort Irwin NLT 3 days after completion of the training period and obtaining its final clearance from 11th ACR.**

### **B-5. Logistical Support**

**The NTC will provide logistical support to each OAU. Units will receive logistical support through a "host unit."**

**a. Class I. The OAU will draw rations using meal cards from 11th ACR and will provide personnel to augment the host unit dining facility. The OAU will provide a total headcount to the host unit dining facility OIC/NCOIC upon arrival at NTC.**

**b. Class II. The 11th ACR will provide OPFOR uniforms. The 11th ACR will provide a list of Class II items to bring from home station.**

**c. Class III and IV. The OPFOR regiment will provide all petroleum oil and lubricants (POL) supplies for NTC-issued equipment only. The 916th Spt Bde will provide barrier material to both infantry and engineer OAU on a fill or kill basis. The DA Form 1687 for garrison and field Class III accounts will be prepared with the host unit commander's signature upon arrival at NTC.**

**d. Class V:**

(1) The 11th ACR will provide all training ammunition required by the OAU.

(2) The OAUs desiring to conduct live-fire training on an NTC range must use home station ammunition authorization and coordinate supply support NLT 120 days prior to the training period. Units must coordinate range planning initially through NTC G-3 Plans (AFZJ-PTO) at 760-380-3326 (DSN 470). Additionally units must coordinate all ammunition requirements through G-3 Installation Ammunition Manager (IAM), 760-380-3883 (DSN 470) NLT D-120.

**e. Class VI:** The Fort Irwin Post Exchange (PX), Commissary, Leaders Club, and other morale support activities are available to OAU personnel.

**f. Class VIII:**

(1) The OAU will deploy with a minimum of one medic per platoon. Medics should receive additional training prior to deployment in the recognition and treatment of hot/cold weather and poisonous insect/reptile injuries. The OAUs will deploy with enough medical supplies to sustain the unit for 30 days, to include aid bags, splints, etc., for use by platoon medics.

(2) The host unit medical officer will provide necessary medical support. Each company has two medical evacuation vehicles with complete medical equipment sets (MES), stretchers, and backboard. The medical evacuation (MEDEVAC) is available for real world support only, and host medical unit will ensure MEDEVAC procedures are understood.

**g. Class IX:**

(1) The OAU will use Exercise Department of Defense Activity Accounting Codes (DODAACs) and home station accounting processing codes (APCs) to requisition Class IX support, and organizational and Level two maintenance for NTC-drawn equipment and vehicles (see Note 3).

(2) The OAU is responsible for depot-level repairables (DLRs) and organizational maintenance for equipment and vehicles brought to the NTC from their home station (see Note 3).

**h.** A company barracks and orderly room which can accommodate 90 Soldiers will be provided to visiting units. The provisional arms room will have M16 weapons racks and must be guarded 24 hours a day.

**i.** The MILES warehouse at Fort Irwin does not repair MILES equipment that was not issued from Fort Irwin's MILES stocks.

## **FORSCOM Regulation 350-50-1**

j. The ACU uniform can be worn in all facilities at NTC. The OPFOR uniform can only be worn while conducting training. Civilian clothes are not required and are optional. The OPFOR uniforms are provided by the NTC. The OAU may use OPFOR uniform assets from home station but are not required to purchase any additional uniform items.

### **B-6. Personal Equipment List for Opposing Force Augmentation Units**

a. Each OPFOR Augmentation Company will bring the following equipment at a minimum. Additional equipment may be deployed with prior coordination with the 11th ACR.

- 4 EA T-Shirts for ACUs
- 1 EA Kevlar/Advanced Combat Helmet (ACH) (No Cover)
- 1 Set Load bearing equipment/Molle (Non-ACU)
- 2 EA Canteen, 1 quart
- 1 EA Canteen, 2 quart
- 1 EA Camel Back
- 1 EA Goggles/Ballistic Eye Protection
- 1 Set Gloves, Full Fingered
- 1 EA Rucksack/Field Pack
- 1 EA Weapon: M4/M16
- 7 EA Weapon Magazines
- 1 EA Blank Firing Adapter
- 1 EA Desert camouflage uniform Patrol Cap/ Civilian Ball Cap
- 1 EA Night vision goggle (NVG)
- 1 EA Precise Lightweight Global Positioning System (GPS)  
Receiver/GPS

b. The following equipment will be provided by the 11th ACR.

- 2 Sets Army combat uniform
- 1 EA Army combat uniform individual body armor
- 1 Set Multiple Integrated Laser Engagement System, Personal
- 1 EA Water Coolers/ Water Jugs
- 1 EA National Training Center Map (OIC/NCOIC only)
- 1 EA Reserve Component Support (RCS) Radio (OIC/NCOIC only)

### **B-7. Personnel and Equipment List for Opposing Force Augmentation Units**

a. Each engineer OPFOR augmentation company will bring the following:

<b>Personnel/Equipment Units (s)</b>	<b>Required</b>
Engineer Company (-)	
Engineer Platoon	2

<b>Heavy Equipment or Support PLT</b>	<b>1</b>
<b>Headquarters Platoon</b>	<b>1</b>
<b>Personnel (total)</b>	<b>120</b>
<b>Dozer, D7 or D8 (or 8 x D5s)</b>	<b>4</b>
<b>M9 ACE</b>	<b>6</b>
<b>Prime Mover w/Trailer</b>	<b>4</b>
<b>Backhoe or SEE</b>	<b>3</b>
<b>Command and control 2 Vehicles</b>	<b>8</b>
<b>Squad Vehicles</b>	<b>8</b>
<b>Breach Marking Kit</b>	<b>1 per squad</b>
<b>Demolition Training Kit as per unit basic load</b>	
<b>Heavy expanded mobility tactical truck (HEMTT) or 5T Fuel</b>	<b>1</b>
<b>Heavy expanded mobility tactical truck or 5T Cargo</b>	<b>2</b>
<b>Contact Truck</b>	<b>2</b>
<b>Wrecker, 5-ton or HEMTT</b>	<b>1</b>
<b>Water Trailer (May - Sept, 2 required)</b>	<b>1</b>
<b>Night Vision Devices (per vehicle)</b>	<b>2</b>
<b>Global Positioning System</b>	<b>5</b>

**b. Each OPFOR artillery battery will bring the following equipment.**

<b>Personnel/Equipment Units (s)</b>	<b>Required</b>
<b>Artillery Battery</b>	<b>1</b>
<b>Battalion Support Platoon</b>	<b>1</b>
<b>Personnel (total)</b>	<b>130</b>
<b>Howitzer</b>	<b>6</b>
<b>Fire Direction Center</b>	<b>1</b>
<b>Battery Operations Center</b>	<b>1</b>
<b>Water Trailer (May - Sept, 2 required)</b>	<b>1</b>
<b>Fueler</b>	<b>1</b>
<b>M88</b>	<b>1</b>
<b>Command and control Vehicles</b>	<b>5</b>
<b>Secure Radios</b>	<b>7</b>
<b>Night Vision Goggles (per vehicle)</b>	<b>2</b>
<b>2.5 ton or 5 ton cargo</b>	<b>2</b>

**c. Each OPFOR mortar platoon will bring the following equipment:**

<b>Personnel/Equipment Units (s)</b>	<b>Required</b>
<b>Mortar Platoon</b>	<b>1</b>
<b>Personnel (total)</b>	<b>40</b>
<b>Mortar System</b>	<b>4</b>
<b>Fire Direction Center</b>	<b>1</b>
<b>Water Trailer (May - Sept, 2 required)</b>	<b>1</b>
<b>Heavy expanded mobility tactical tru or 5T Cargo</b>	<b>1</b>



APPENDIX C

***Contemporary Operating Environment Rotational Augmentation Requirements  
Civilians on the Battlefield (Host Nation Security Forces, Paramilitary Forces and  
Police, Augmentation Requirements)***

**C-I. General**

This appendix outlines the NTC COE Augmentation Program and provides guidance to units preparing to deploy a COE augmentation unit to the NTC.

**a. Procedures.**

(1) The NTC OPFOR (11th ACR) replicates the major elements of a COE and opposes the BLUFOR training units during a Mission Readiness Exercise (MRE) by executing Civilians on the Battlefield, an Insurgency Force, and Third Country Nationals.

(2) When required, Forces Command augments the OPFOR with additional elements based on the ST's training objectives and the environment to be replicated for the MRE. Once the NTC has received the unit's training objectives and developed the scenario, it will prepare a list of recommended augmentees to act as host nation security forces, paramilitary forces, and/or local police. This recommendation will be staffed with the unit's ST and approved by FORSCOM.

**C-2. Allocation of Training Period**

**a. FORSCOM schedules COE augmentation unit during the ARFORGEN Training Support and Resourcing Conference.**

**b. National Guard Bureau schedules COE augmentees where possible in support of rotations. The ARNG units providing security forces augmentation to NTC will not exceed 19 days of AT, including travel time. Typical OPFOR augmentees are required to be present from RSO&I 1 through TD-14 and the advanced (ADVON) party should arrive 3 days prior to main body. However, ARNG units must arrive NLT RSO&I 3 and can depart from the training area not earlier than (NET) the afternoon of TD-13.**

**c. Other ASCCs, USAR, USMC units, foreign nation volunteers, and the 3d Infantry Regiment (Old Guard) frequently request OPFOR augmentation slots on a volunteer basis. Requests must be coordinated through their higher headquarters to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.**

## **FORSCOM Regulation 350-50-1**

### **C-3. Specific Responsibilities**

#### **a. Headquarters, FORSCOM:**

**(1) FORSCOM tasks units to provide COE augmentation companies and periodically publishes an updated schedule of tasked units.**

**(2) Ensure ASCCs and direct reporting units identify company/battalion size units as required to perform OAU duty no less than 180 days in advance and are aware of their responsibilities per para C-3c.**

#### **b. Commander, NTC:**

**(1) Initiate the coordination between COE augmentation unit and NTC OPFOR (11th ACR) and provide an administrative/operations packet to the augmentation unit prior to deployment.**

**(2) Coordinate the COE augmentation unit's use of training areas with 11th ACR.**

**(3) Provide COE augmentation unit with Class I, II, III, IV, V, VI VII, VIII, and IX maps and MILES equipment.**

**(4) Provide billets for companies with access to shower facilities when not in the field.**

**(5) Issue OPFOR uniforms to augmentation unit personnel for duration of the field exercise.**

**(6) Provide medical support.**

**(7) Provide maintenance support as needed.**

**(8) Conduct the COE/OPFOR Academy for the augmentation unit.**

**(9) Assist in coordinating transportation to and from the local airport for the COE augmentation.**

#### **c. The OPFOR Augmentation Unit:**

**(1) Augmentee units will submit requests to train as an OAU through their chain of command to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.**

**(2) After being scheduled as a COE augmentation unit, contact the NTC G-3, Plans and Operations Division, (AFZJ-PTO), DSN: 470-3326/3602, to initiate coordination.**

**(3) Final coordination is made with the S-3, 11th ACR (AFZJ-AC-O), DSN: 470-5129/5125, and the NTC host unit, HHT, 11th ACR (AFZJ-AC-HT), DSN: 470-4726/5169.**

**(4) Coordinate with NTC Movement Control Center (MCC) Surface Section, DSN: 470-4977/4978, for local transportation to and from local port of entry.**

**(5) Headquarters and Headquarters Detachment, Palehorse, conducts RSO&I for all COE augmentee units.**

#### **C-4. Concept**

**a. Requests to augment the NTC OPFOR during a training period should be submitted through normal command channels prior to the semiannual ARFORGEN Conference.**

**b. Parent battalion may task organize, as necessary, to meet strengths.**

**c. Coordination procedures for the COE augmentation unit:**

**(1) Augmentee units must make coordination telephonically with 11th ACR, S-3, at DSN: 470-5129/3138/5125, upon notification. The Regimental S-3 will send a copy of the "Allied Handbook" covering augmentee operations. The regiment will arrange for a coordination visit of three personnel (company commander, executive officer, and supply sergeant for company size augmentation units, as well as battalion executive officer and S-4 for a battalion-size COE augmentation unit) to conduct a logistics recon of Fort Irwin. Coordination will also be made for a leaders recon for company commanders and platoon leaders to observe the preparation and execution of a mission with the 11th ACR.**

**(2) The 11th ACR performs the COE/OPFOR mission at the NTC. The command and control of the COE/OPFOR unit resides in the Regimental Headquarters.**

**(3) The COE augmentation unit should conduct a logistics recon when its headquarters is in a planning cycle. The leaders recon should be conducted when the regimental headquarters is in a rotation cycle.**

## **FORSCOM Regulation 350-50-1**

**(4) The S-3, 11th ACR, will inform the augmentation unit who its headquarters will be and give guidance to allow for optimum time to conduct logistics and leaders recon.**

**d. The 11th ACR will attach OAU to the regiment for administrative actions.**

**e. Each augmentee unit will bring equipment shown at paragraph C-6. Headquarters, FORSCOM, will provide transportation and operating funds for AC/RC personnel and equipment deployment. Commanders desiring to bring personnel and equipment above the levels listed in paragraph C-6 may do so in coordination with Cdr, NTC; however, division, brigade, or regiment will fund the operations and transportation costs associated with additional personnel and equipment.**

**f. The OAU will arrive NET 4 and NLT 3 days prior to TD-1. The unit will participate in OPFOR certification training in preparation for the training period. The unit will redeploy from Fort Irwin NLT 3 days after completion of the training period and obtaining its final clearance from 11th ACR.**

### **C-5. Logistical Support**

**The NTC will provide logistical support to each COE augmentation unit. Units will receive logistical support through a “host unit.”**

**a. Class I. The augmentation unit will draw rations using meal cards from 11th ACR and will provide personnel to augment the host unit dining facility. The OAU will provide a total headcount to the host unit dining facility OIC/NCOIC upon arrival at NTC.**

**b. Class II. The 11th ACR will provide any required special uniforms. The 11th ACR will provide a list of Class II items to bring from home station.**

**c. Class III and IV. The 11th ACR will provide all POL supplies for NTC-issued equipment only. The 916th Spt Bde will provide barrier material to both infantry and engineer OAU on a fill or kill basis. The DA Form 1687 for garrison and field Class III accounts will be prepared with the host unit commander's signature upon arrival at NTC.**

**d. Class V:**

**(1) The 11th ACR will provide all training ammunition required by the augmentation unit.**

**(2) The OAUs desiring to conduct live-fire training on an NTC range must use home station ammunition authorization and utilizing Training Ammunition Management Information System (TAMIS) coordinate supply support NLT 120**

**days prior to the training period. Units must coordinate range planning initially through NTC G-3 Plans (AFZJ-PTO), at 760-380-3326 (DSN 470).**

**e. Class VI. The Fort Irwin PX, Commissary, Leaders Club, and other morale support activities are available to augmentation personnel.**

**f. Class VIII.**

**(1) The augmentation unit will deploy with a minimum of one medic per platoon. Medics should receive additional training prior to deployment in the recognition and treatment of hot/cold weather and poisonous insect/reptile injuries. The augmentation unit will deploy with enough medical supplies to sustain the unit for 30 days, to include aid bags, splints, etc., for use by platoon medics.**

**(2) The host unit medical officer will provide necessary medical support. Each company has two medical evacuation vehicles with complete MES, stretchers, and backboard. Medical Evacuation is available for real world support only, and host medical unit will ensure MEDEVAC procedures are understood.**

**g. Class IX.**

**(1) The augmentation unit will use Exercise DODAACs and home station APCs to requisition Class IX support and organizational maintenance for NTC-drawn equipment and vehicles.**

**(2) The COE augmentation unit is responsible for DLRs and organizational maintenance for equipment and vehicles brought to the NTC from their home station.**

**h. A company barracks and orderly room which can accommodate 90 Soldiers will be provided to visiting units. The provisional arms room will have M16 weapons racks and must be guarded 24 hours a day.**

**i. The MILES warehouse at Fort Irwin does not repair MILES equipment that was not issued from Fort Irwin's MILES stocks.**

**j. Uniform. The ACU uniform can be worn in all facilities at NTC. The COE/OPFOR uniform can only be worn while conducting training. Civilian clothes are not required and are optional. The special uniforms are provided by the NTC.**

**C-6. Equipment List for Augmentation Units**

**a. Each COE Augmentation Company will bring the following equipment at a minimum. Additional equipment may be deployed with prior coordination with the 11th ACR.**

- 4 EA Tee shirts for ACUs**
- 1 EA Kevlar/ ACH (No Cover)**
- 1 Set Load bearing equipment/Molle (Non-ACU)**
- 2 EA Canteen, 1 QT**
- 1 EA Canteen, 2 QT**
- 1 EA Camel Back**
- 1 EA Goggles/Ballistic Eye Protection**
- 1 Set Gloves, Full Fingered**
- 1 EA Rucksack/Field Pack**
- 1 EA Weapon: M4/M16**
- 7 EA Weapon Magazines**
- 1 EA Blank Firing Adapter (BFA)**
- 1 EA Army combat uniform Patrol Cap/Civilian Ball Cap**
- 1 EA Night vision goggle**
- 1 EA Precise Lightweight GPS Receiver /GPS**

**b. The following equipment will be provided by the 11th ACR.**

- 2 Sets Army combat uniforms**
- 1 EA Army combat uniform IBA**
- 1 Set Multiple Integrated Laser Engagement System, Personal**
- 1 EA Water Coolers/Water Jugs**
- 1 EA National Training Center Map (OIC/NCOIC only)**
- 1 EA RCS Radio (OIC/NCOIC only)**

## APPENDIX D

*Unit Planning and Training Sequence*

Planning milestones (planning days) are based on standard deployment terminology. The D-day notes and comments are for generic planning and resourcing needs only. Please see the NTC Orientation Briefing Schedule for the specific rotational meeting schedule and other events.

<u>Time</u>	<u>Event</u>
D-360	Staff-to-Staff VTC between BCT staff, Senior Commander representative (rep), and NTC (G-3, G-4, G-6, OPS GRP, Army Center of Excellence (ACOE), 916th Spt Bde, and RC Operational Planning Team (RCOPT) for National Guard (NG)/RC units. (The NTC provides Capabilities Brief, Central POCs, Sample Mission Request Letter, and MILESTONES to unit.)
D-340	Reserve Component units submit draft Mission Request Letter with training objectives, METL, critical tasks, proposed tasks, unit task organization, troop list exceptions, and FORSCOM Form 1060 to NTC G-3.
D-330	Initial Planning Conference between RC units and NTC conducted at unit home station. Focus is to finalize rotational design, unit mission letter, and FORSCOM Form 1060. (The NTC provides a predeployment package containing initial OC Augmentation requirements and applicable NTC ROE, regulations, information (info) packets, and coordinating instructions.)
D-270	The NTC provides RC training unit with a predeployment package containing NTC ROE and regulations.
D-240	Senior Trainer (General Officer) capabilities initial guidance discussion with NTC CG via VTC.
D-210	Staff-to-Staff VTC between BCT staff, Senior Commander rep, and NTC (G-3, G-4, G-6, OPS GRP, ACOE, 916th Spt Bde, and RCOPT) for AC units. (The NTC provides Capabilities Brief, Central POCs, Sample Mission Request Letter, and MILESTONES to unit.)
D-190	Active Component units submit draft Mission Request Letter with training objectives, METL, critical tasks, proposed tasks, unit task organization, troop list exceptions, and FORSCOM Form 1060 to NTC G-3.

## **FORSCOM Regulation 350-50-1**

**D-180** Initial Planning Conference between AC units and NTC conducted at unit home station. Focus is to lock in rotational design, finalize unit mission letter and FORSCOM Form 1060, initiate coordination between BCT and enablers, and to begin detailed planning of rotational scenario. (The NTC provides a predeployment package containing initial OC Augmentation requirements and applicable NTC ROE, regulations, info packets, and coordinating instructions.)

**D-165** The NTC G-6 coordinates spectrum management concerns with rotational unit.

**D-150** Forces Command reviews troop list and rotation exceptions. Organization with cross attachments, support units, and tactical SOP are submitted to the NTC.

Senior Commander for all units submits Mission Request Letter with training objectives, METL, critical tasks, proposed tasks, unit task organization, troop list exceptions, additional training resource requirements, and FORSCOM Form 1060 to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, and information copy to Hq, NTC G-3, IAW para 2-6, and Chapter 3.

Brigade/regiment provides updated FORSCOM Form 1060 every 30 days as required.

Augmentation units to BLUFOR/OPFOR/OPS GRP such as USMC, special operations forces (SOF), SEALs, etc., will submit their ammunition requirement to 916th Spt Bde G-3 Ammo Manager and forecast such in TAMIS.

Planning in-process review between NTC and BCT.

**D-120** Forces Command approves the troop list and issues Message Text Format verifying OC augmentee requirements.

Units forecast training ammunition.

Unit submits ammunition requests to NTC G-3.

The BCT coordinates with NTC G-3 for home station MILES.

Unit submits an emitter list to NTC G-6 Current Operations.

Electronic Warfare Officer establishes contact with supported Spectrum Manager.

**The NTC submits rotational supportability assessment to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for FORSCOM Chief of Staff approval.**

**The NTC determines OC shortfalls and notifies FORSCOM as appropriate to receive augmentation.**

**The NTC updates this list every 30 days (See para 3-2).**

**D-115 Unit requests frequencies for approved equipment using the standard frequency action format.**

**D-90 The NTC will host a Pre-deployment Site Survey (PDSS) at D-90 to create an open forum in order to provide detailed operational and logistics planning guidelines, installation support activities capabilities, and highlight training and resources available at the NTC designed specifically to support rotational units.**

**Unit conducts MILES equipment train-up at home station (D-90 thru D-60).**

**The troop issue subsistence activity (TISA) request to NTC (see Appendix H, para H-2).**

**Unit submits media visit requests to FORSCOM (see Appendix O, para O-1).**

**Unit submits request for movement/transportation deviations from 916th Spt Bde SOP (see para H-11).**

**Safety Officer coordinates with the OPS GRP Safety Office (see Appendix P, para P-2a(3)).**

**The unit's MILES support approved and coordinated (see Appendix H, para H-14).**

**Other 916th Spt Bde services coordinated and approved (See Appendix H, para H-15).**

**The 916th Spt Bde SPO Equipment/Rotation Branch provides an updated prepositioned equipment authorization list.**

**Unit submits Contingency Contracting Officer (CCO) support request to Army Expeditionary Contracting Command (ECC) with copy to NTC Acquisition Command's CCO Program Manager.**

## **FORSCOM Regulation 350-50-1**

**Unit forwards RSO&I week Flat Range Firing Plan.**

**Unit coordinates for final MILES requirements.**

**The NTC Operations Group publishes WARNO #1 to BCT.**

**The NTC provides rotational support comments to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for FORSCOM Chief of Staff approval.**

**The NTC Commanding General provides a rotational scenario brief to the Senior Commander or his designated representative.**

**Unit coordinates with NTC Installation Medical Supply Office to establish Class VIII accounts.**

**The USARC and First Army Cdrs provide OC augmentee names to FORSCOM and the NTC.**

**Brigade commanders will provide staff and unit METL assessments to Chief, LTP (see Appendix M).**

**Units must provide personnel data for all attendees to the LTP NCOIC (see Appendix M).**

**D-70 Computer transfer G-6 Signal Operating Instructions (SOI) with one generated time.**

**Unit provides draft Signal Operating Instructions to NTC G-6.**

**D-60 The 916th Spt Bde hosts the Grid Set Conference at unit home station to identify preposition fleet requirements and discuss logistics planning details.**

**Bulk and package Class III forecast to 916th Spt Bde (see Appendix H, para H-4).**

**Class IV forecast to 916th Spt Bde (see Appendix H, para H-5).**

**Unit submits Transportation Motor Pool (TMP) vehicle request, as required (see Appendix H, para H-11).**

**Unit sends Department of Defense (DD) Form 448 to Director of Resource Management (DRM)-Fort Irwin and required home station DODAACs and APCs.**

**Unit sends fund cite to NTC MCC Fort Irwin for commercial buses.**

**Unit sends fund cite to 916th Spt Bde for baggage.**

**Unit designates PAO point of contact (see Appendix O, para O-1).**

**Division/Brigade Surgeon's Office forwards Credentialing Packet to NTC Medical Department Activity (MEDDAC) (see Appendix Q, para Q-2).**

**Unit's Dental Activity (DENTAC) Commander request courtesy privileges to NTC DENTAC (see Appendix Q, para Q-3).**

**The NTC provides final vehicle availability list to unit (see para 3-7).**

**Unit submits fog oil request to NTC.**

**Units submit distinguished visitor request to FORSCOM (see para 4-7(1), para 4-7(2), para 4-7(7), and para 4-7(13)).**

**Senior Commander provides by-name list of OC augmentees to NTC (see para 2-7).**

**Forces Command provides by-name list of OC augmentees to NTC.**

**Unit establishes contact with and provides initial contracting requirements to the CCOs identified by the ECC.**

**The unit conducts LTP at the NTC.**

**Units conduct the LTP 30 to days prior to their scheduled rotation (see Appendix M).**

**Senior Commander approves proposed rotation scenario (during LTP).**

**The ACOE conducts initial link-up with unit at LTP and initial liaison officer (LNO) coordination to develop counter improvised explosive device training requirements.**

**NTC G-6 returns SOI for unit review.**

## **FORSCOM Regulation 350-50-1**

**Unit provides Exercise DODAACs and home station APCs to the 916th Spt Bde SPO and G8.**

**D-54 Unit provides 916th Spt Bde with equipment assignment list (See para 3 -7).**

**Unit provides NTC Material Management Command (MMC) with requested initial grid for equipment draw.**

**Unit provides G-3, Training Support Division (TSD), with Counter Remote Control Improvised Explosive Device Electronic Warfare list for initial grid draw.**

**D-45 Nonroutine requests to 916th Spt Bde (see Appendix H, para H-15).**

**The NTC OPS GRP publishes the Operation Order (OPORD) to the unit.**

**D-30 Unit provides basic Concept of Support to 916th Spt Bde. Concept will include port opening, RSO&I, sustainment, and regeneration plan.**

**Augmentee OCs requiring train-up arrive at NTC (see para 3-2c).**

**Unit submits as required a telephonic verification of TISA requirements for adjusted headcount (see Appendix H, para H-2).**

**Unit coordination follow-up with NTC Spt Bde to include over-size/overweight wheeled vehicles that may require permits (see Appendix H, para H-11).**

**Unit confirms deployment/redeployment schedule with 916th Spt Bde (See Appendix H, para H-11g).**

**Unit coordinates with Defense Accounting Office Fort Irwin for finance support (see Appendix G, para G-15).**

**Unit Signal Officer provides SOI comments to NTC.**

**Unit coordinates with NTC Staff Weather Officer (SWO) on concept of support (See Appendix L, para L-3b(2)).**

**Unit PAO coordinates with NTC PAO (see Appendix O, para O-1).**

**Unit coordination with NTC MEDDAC (see Appendix G, para Q-2).**

**Unit coordination with NTC DENTAC (see Appendix G, para Q-3).**

**Rotational unit signal officer coordination with 52d Div Communications-Electronic Services Officer on radio retrans and relay sites.**

**Unit provides NTC Spt Bde with final grid for equipment draw.**

**Unit provides NTC G-3 TSD final CREW request for equipment draw and issue.**

**The NTC provides MIPR to rotational unit.**

**Unit provides Contracting Officer Representative (COR) nominations (primary and alternate) to the CCOs.**

**The NTC conducts Confirmation Brief to Senior Commander via VTC. Rotational unit must provide G-8/DRM with a direct and reimbursable MIPR.**

**D-29 Unit provides 916th Spt Bde 21-day storage list.**

**D-15 Unit coordination with 916th Spt Bde on movement/transportation (See Appendix H, para H-11).**

**Unit provides Army aviation deployment schedule to NTC G-3 Plans & OPS.**

**D-13 The unit Torch Party arrives (maximum of 50 pax); early arrival not authorized.**

**D-12 The unit submits valid signature cards.**

**The unit submits valid DA Form 1687s to ammunition supply point, Stock Control, 916th Spt Bde Ammunition Management Division, MILES warehouse, etc.**

**D-10 Division forward arrives at NTC.**

**Division forward coordinates with NTC G-3.**

**Unit draws Directorate of Logistics (DOL) TMP package #1.**

**D-9 The unit begins sustainment operations and building combat power in Logistics Support Area Warrior.**

**D-7 Advance party arrives (maximum of 220 pax); early arrival not authorized.**

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**D-5** The unit begins early vehicle draw as coordinated with 916th Spt Bde.

***D-5 through D-1 is reception of line haul equipment of railed equipment from Yermo to NTC.***

**D-4** Class V draw briefing at the NTC Ammunition Supply Point (ASP).

Turnover of Rotational Unit Bivouac Area (RUBA) from the outgoing to incoming unit.

Transfer of Logistic Support Area (LSA) Warrior from outbound RTU to inbound RTU .

The Medical Treatment Team must establish operations NLT close of business with an established treatment site meeting the minimum requirements outlined in Appendix Q.

**D-3** The unit main body arrival begins; early arrival not authorized.

**D-2** Equipment inventory begins.

**D-1** Unit begins draw of Main Prepo Grid.

All OC augmentees report to OPS GRP OC Academy.

**D-DAY** (Issue Day 1/RSO&I)

Forces Command Form 1060 review with BCT and Division Forward is conducted at NTC G-3.

The Joint Improvised Explosives Device Defeat Organization, ACOE draw is conducted.

The BCT begins Class V draw (ASP to Field Ammunition Supply Point (FASP)).

The OC 3-day familiarization begins.

The MILES & CREW install begins.

52d Division Signal Officer (OPS GRP issues SOI to unit signal officer).

**D+1 (Issue Day 2/RSO&I)**

**Unit begins early draw (rail loading and RUBA-support equipment only).**

**The unit draws NTC TMP package #2 from DOL Installation Transportation Office (ITO).**

**The unit begins OPS GRP in-briefs IAW Appendix 7 (Timeline) to Annex C (Operations) to 52d ID OPORD.**

**The unit completes the Class V draw and moves ammunition to the field ammunition supply point.**

**D+2 (Issue Day 3/RSO&I)**

**Division movement order issued.**

**The DTOC augmentees report to OPS GRP.**

**Live-fire augmentees report to OPS GRP.**

**Battalion/task force commanders brief respective senior OCs on their combat power, vehicle deadline status, significant equipment shortages, tank roller/plow status, and Class V issues.**

**Vehicle instrumentation checks begin at Desert Shade outside Blue Fleet Staging Area.**

**FORSCOM Form 1060 final is due to NTC G-3.**

**D+3 (Issue Day 4/RSO&I)**

**Division operations order issued (NTC Orientation Briefing Schedule).**

**Rotational brigade commander briefs NTC CG (Senior Trainer) on unit training status.**

**The unit draws NTC TMP package #3 from DOL ITO.**

**The UNIT Command Sergeant Major (CSM) Range Police briefing is conducted.**

**916th Spt Bde moves BCT Class V to the down range ammunition transfer holding area from FASP.**

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**D+4 (Issue Day 5/RSO&I)**

**Tactical Road March into the Maneuver Box.**

**Operations Group in-briefs completed.**

**Unit (brigade) Ministry Team (UMT) provides religious support plan (IAW FM 16-1) to the senior UMT OC prior to move out.**

**Unit completes color coding of Anti-Tank Weapon Effect Signature Simulation ammunition prior to move out (NTC Exercise Operating Procedure (EXOP)).**

**Unit briefing requirements (see Appendix 7 (timeline) to 52d ID OPORD).**

**Unit to schedule residual turn-in with TISA.**

**Brigade combat team move out day.**

**Tactical maneuver training.**

**D+5 (Training Day 1)**

**The 916th Spt Bde executes theater sustainment operations.**

**D+19 (Training Day 14)**

**Echelons above brigade elements establish Desert Download at CTM.**

**(Preparation for regeneration)**

**Final after action reviews (OPS GRP Schedule).**

**Range police (see Appendix G, para G-14).**

**Rotational units begin turn-in of Class V.**

**D+20 (Regeneration Day 1)**

**Rotational augmentees turn-in Class V.**

**Opposing Forces turn-in all ammunition.**

**D+21 (Regeneration Day 2)**

- Operations Group Live Fire completes turn-in Class V.
- D+22 (Regeneration Day 3)**  
Rotational unit continues Class V turn-in.
- D+23 (Regeneration Day 4)**  
Begin redeployment of main body; continues through Regeneration Day 7.  
Class IV must be reconfigured to standard and account closed.  
Rotational unit continues Class V turn-in.
- D+25 (Regeneration Day 6)**  
Turnover rotational unit bivouac area to incoming unit.  
Rotational unit completes Class V turn-in.
- D+26 (Regeneration Day 7)**  
Complete regeneration of equipment.  
Complete redeployment of main body.
- D+27** The NTC clearance is completed by trail party (NTC policy memorandum).
- D+29** Trail party departs.
- D+45** Final billing deadline to include Divisional payment of reimbursable expenses.
- D+90** Final billing report submitted to FORSCOM.

**APPENDIX E**

***Rotational Unit Worksheet and After Action Report***

**E-1. General**

a. Each RTU is required to complete the appropriate FORSCOM Form 1060, Sections I through VI and VIII NLT D-180, prior to the rotation (see Appendix D, Unit Planning Training Sequence). Section VII will be completed and submitted (ENDEX +60 for AC and +90 for NG) at the conclusion of the rotation and is used by FORSCOM to capture costs associated with the rotation for planning future rotations. Submit FORSCOM Form 1060 to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 . FORSCOM will forward a copy to G-3/Plans and Operations (AFZJ-PTO), National Training Center, Post Office Box 105101, Fort Irwin, CA 92310-5101. There are four versions of the updated FORSCOM Form 1060:

**1060-A    Armored Cavalry Regiment**

**1060-H    Heavy BCT**

**1060-I    Infantry BCT**

**1060-S    Stryker BCT**

The forms can be downloaded using the following link:

<https://fcportal.forscom.army.mil/FCCS-DocMgmt/pages/FORSCOM%20Forms.aspx>

b. The FORSCOM Form 1060 provides the NTC and FORSCOM Headquarters the necessary rotation data and dates, task organization, manning, personnel, equipment totals by line item number, OPFOR augmentation, CTC rotation costs, and points of contact needed for the center to plan and prepare for a unit's rotation. Necessary information not included on the form can be added in the remarks section. Instructions on the form are listed below:

**(1) Section I: Rotation Data & Dates.**

**(2) Section II: Task Organization.** Battalions, companies, and detachments under brigade control. List by unit, number of major pieces of equipment, weapons systems, and home station (if different from brigade).

**(3) Section III: Manning.** List total number of crews at full and partial strength. Provide number of dismounted infantry squads for mechanized and light (Light, Airborne, Air Assault) infantry. List number of attack helicopter crews.

**(4) Section IV: Personnel. Fill in unit designation by type and the authorized and deployed personnel totals.**

**(5) Section V: Equipment Totals By Line Item Number. List quantity totals by type for track vehicles, wheeled vehicles, engineer equipment, and military intelligence electronic equipment along with all electronic emitters such as counter-battery and counter-mortar radars. Indicate number of items from NTC and from home station (e.g., 37/4 x M2, which means 41 total M2s used, 37 drawn from NTC, and 4 of which came from home station).**

**(6) Section VI: Opposition Force Augmentation data provided by NTC. List unit, home station, point of contact, email, and total number of Soldiers for infantry, engineer, fires, mortars, and other augmentation units. List state and National Guard as applicable (e.g., TX ARNG) in lieu of specific fort. Enter remarks as necessary to include continuation sheets.**

**(7) Section VII: CTC Rotation Costs. Applies to all rotations. Enter unit/rotation information as shown.**

**(a) Include TDY costs associated with conducting each rotation. Examples are advanced team visits to NTC and observer and command visits.**

**(b) Transportation costs as follows:**

**Rail costs. Use the total cost of all railcars for the rotation. It is not necessary to specify costs by type or size railcar or whether costs were incurred for transportation to the NTC or returning from the NTC.**

**Air costs. List all costs for air transportation of personnel and equipment except costs associated with ferrying helicopters. Use costs incurred by the Army and chargeable to the installation. Do not include Joint Airborne/Air Transportability Training (JA/ATT) costs.**

**Bus costs. Include all costs whether chartered or ticketed. Include costs incurred by Fort Irwin and paid by DD Form 448.**

**Commercial Line Haul. Include all costs of contracting commercial trucking for rotation.**

**Helicopter Transportation costs. Include costs of transporting helicopters via Air Force Special Assignment Airlift Mission. Do not include the costs of self-deployment.**

**Other Transportation costs. List any additional transportation costs incurred and explain in remarks section at end of form.**

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**Total Transportation Costs. Total all transportation costs listed.**

**(c) Reimbursable Support Provided by CTC. List amount advanced to NTC via MIPR prior to the rotation as well as any additional costs incurred during/after the rotation.**

**(d) Other costs. Any additional costs not already addressed, such as blocking and bracing material and medical supplies.**

**(e) Total costs. Add total transportation costs, operating costs (MIPR), and other costs. Do not include OPFOR costs in this total.**

**(f) Nonreimbursable Costs. List estimated costs for JA/ATT support as shown.**

**(g) Other Use Factors. Provide information as listed on the form with further explanation in remarks as appropriate.**

**Number of Personnel and TDY Status. List total number of participants TDY from home station and other points for a grand total. Do not include OPFOR augmentation costs or participation in these figures.**

**Number of TDY Days. List total number days participants were TDY for the rotation.**

**Number of Railcars. For number of railcars used, indicate total number of railcars (use 89-ft standard railcar).**

**Number of Commercial Trucks Used. List total number of commercial trucks used for the rotation.**

**Number of Participants. List combined total of AC/RC/NG participants for the rotation.**

**Number from Home Station. List total number of participants from the home station.**

**Number from Other Posts. List total number of participants from other posts (list posts/location in Remarks).**

**Number and Type of JA/ATT Aircraft. List total number by type of JA/ATT aircrafts participated in the rotation.**

**(8) Section VIII: Points of Contact. List by name the commercial/DSN phone and fax number including e-mail address. Enter remarks as necessary to include continuation sheets.**

**E-2. After Action Report**

a. The AAR will consist of written comments in memorandum format with a updated FORSCOM Form 1060, Rotational Unit Worksheet to include a completed Section VII. The RTU will forward an AAR 60 days (90 days for RC) after main body departure from the NTC to the following: Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062; and G-3/Plans and Operations (AFZJ-PTO), National Training Center, Post Office Box 105101, Fort Irwin, CA 92310-5101. Units deploying to NTC as part of an ARNG rotation will also forward a copy to National Guard Bureau (NGB-ARO-TU), 111 S. George Mason Drive, Arlington, VA 22204-1382. The AARs are normally unclassified and will refer to the rotation number in the title (e.g., AAR NTC Rotation 10-02). The approved troop list and report on Military Movement of Radioactive Material will also be provided as enclosures.

b. Use the memorandum format to address the following topics for the written comments:

- (1) Tactical lessons learned. Address the warfighting functions and enablers.
- (2) Administrative lessons learned, including deployment, redeployment, equipment draw, and regeneration.
- (3) Benefits of training at the NTC.
- (4) Recommendations for doctrinal improvement.
- (5) Recommendations/lessons learned on preparatory training including comments on usability of combined arms training strategy or any other training and training support products developed by TRADOC.
- (6) Recommendations for improvement of the NTC experience.
- (7) Logistics or Resource Management lessons learned.

**APPENDIX F**  
***Funding***

**a. Forces Command allocates funds for the deployment cost of NTC rotations in accordance with the Troop List Templates at Appendix A. The Troop List Template represents the maximum task organization authorized for a given training unit. Funds provided to units for rotational training represent maximum distribution of available funds. Exceeding allocations provided will require units to fund excess costs from their home station training dollars. Forces Command does not fund exceptions or enhancements to the troop list.**

**b. Predeployment, scheduled train-up events, and recovery costs are not funded through the CTC Program (WCNT). Units fund these costs from their home station training dollars.**

**c. Required Rotational Unit Actions**

**(1) Obtain unique Class IX Exercise DODAACs for every FORSCOM unit and supporting EAB elements and provide to the 916th Spt Bde NLT 60 days prior to early draw. Army National Guard rotations will continue to use NTC-provided Red DODAACs while changing Transportation Account Code (TAC)1 and TAC3 addresses via Logistics Support Agency (LOGSA). It is the lead rotational training unit's responsibility to coordinate and synchronize with supporting EAB elements NLT D-90 days. Rotational units and supporting EAB units use their Exercise DODAACs with home station APC to order parts for both home station and PREPO fleet equipment. Home station is direct billed for all costs. Rotational supporting EAB units will also be direct billed to their home station. Army National Guard rotations will be the same as all other rotations (less the MIPR from the NTC) using Red DODAACs.**

**(a) Training units and supporting EAB units should provide the NTC G-8 Budget Office, and the Garrison DRM, with Letters of Intent for the respective classes of supplies.**

**(b) All DODAACs sent to NTC for use for classes of supplies must be loaded in Funds Control Module as a Bill Code 11 with the home station Routing Identifier Code (RIC) and as a Bill Code 12 with an NTC-provided RIC.**

**(2) To prepare the purchasing request and commitments for the Contingency Contracting Officers (CCOs) the contracts for the rotational units, each rotational unit that requires contractual support must provide the NTC G-8 Budget Office with a Wide Area Work Flow DODAAC.**

**(3) Upon rotational unit coordination, NTC provides funding (MIPR) necessary to cover direct costs for the operation of PREPO fleet equipment used**

during the rotation by D-30. The NTC assessment of expected PREPO fleet costs will be based on grid set, spending trends, and historical information.

(4) A portion of the rotational unit's training costs is the operating and administrative costs incurred while at the NTC. Rotational units will establish a MIPR, DD Form 448, with the respective budget offices at NTC to cover operating costs NLT 30 days in advance of training. The NTC assessment of expected costs will be based on rotational units' spending trends and historical information. Support will not commence without issuance and acceptance of MIPRs based upon the provided costs estimates.

d. The NTC G-8 Budget Office and Fort Irwin DRM will charge the rotational unit for each service rendered or supply items issued as listed in this regulation under Appendix F. Due to the nature of training exercises, unforeseen situations are anticipated. Therefore the listing is not intended to be all-inclusive but rather to identify the "typical" expenses for each rotation. The NTC is authorized to include expenses not specifically identified in this regulation. Initial estimates of NTC reimbursable cost to rotating units will be furnished by FORSCOM with the proposed troop list for approval. Copies of troop list approval and estimate for reimbursable order will be provided to both the rotational unit and the NTC.

(1) Upon issuance and acceptance of the MIPR, both the G-8 Budget Office and the Garrison DRM Office will record a direct obligation and record a reimbursable order in Standard Army Finance System, creating additional authority.

(2) The NTC is encouraged to work closely with the rotational unit's financial personnel to monitor the NTC's financial posture during the rotation. The 916th Spt Bde's designated representative will perform a face-to-face reconciliation with the rotational unit's Standard Army Retail Supply System-Objective (SARSS-O) operational team as part of the PLL/ASL regeneration process. Each rotational unit PLL/Supply Sergeant will safeguard and make available to the NTC during the reconciliation process all Unit Level Logistics System (ULLS)/Standard Army Maintenance System (SAMS)/SARSS-O-generated supply transaction ledgers. These ledgers will be manually compared to various finance ledgers, and the 916th Spt Bde designated representative will reconcile all differences before the rotational unit can be cleared. The rotational unit will use SARSS-O and NTC local programs to track the rotational unit's costs. The reimbursable obligations and open commitments in the rotational unit's financial system will be used for the final bill. The NTC's level of financial reimbursement to the rotating units cannot exceed the funding provided to the NTC for each rotation (minus a portion for scheduled maintenance, services, and unscheduled maintenance performed by contractor).

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**(3) The final billing deadline for payment or reimbursement of rotational expenses by either the NTC or rotational unit is 30 days after the NTC G-3 clears the rotational brigade (R+38 days).**

**e. Items that will be charged to the rotational unit for services rendered include the following (this list is not intended to be all-inclusive nor unreasonably place restrictions on either the rotational unit or NTC to recover reasonable support cost). A list of these items is provided to the rotational units at D-120 showing which budget office provides each service:**

**(1) Lease/maintenance equipment costs. Commercial equipment contracted by Commander, NTC Acquisition Command, Fort Irwin (i.e., copiers, latrines, light sets, generators, rental cars, etc.).**

**(2) Railhead operations above normal NTC operating cost funding levels.**

**(3) The lease costs for a package of 56 General Services Administration vehicles for which the rotational unit will be charged at a monthly rate plus mileage. Additional vehicles will be charged at a daily rate plus mileage.**

**(4) Government Impact Overtime (GIOT) hours. The rotational unit brigade commander must approve all GIOT in writing.**

**(5) Overtime Government Service (GS)/Wage Grade (WG) hours above normal rotational support. The rotational unit brigade commander must approve all GS/WG overtime in writing.**

**(6) Loss or damage to NTC equipment, property, parts, or supplies exceeding fair wear and tear through fault or neglect will be billed to the rotating unit. The amount charged will be obtained from the report of survey, statement of charges, missing parts list, inventory adjustment report, or other initiated relief document IAW AR 735-5 and AR 710-2. The amount of operation and maintenance funds are limited to the cost of repairs or replacement incurred by NTC. Determination of pecuniary liability is not necessary when obtaining the amount to be charged.**

**(7) Damage to NTC and Marine Corps Logistics Base (MCLB) real property to include: building, roads, fences, and any other items that are attributable to a rotation. (An adjustment document such as the Report of Survey or Statement of Charges will be the initiating document for billing the rotation.) Rotational units will be required to send a MIPR directly to MCLB.**

**(8) Loss or damage to archeological protective barriers and/or the actual site where such loss or damage is attributable to the rotating unit.**

**(9) Aviation maintenance support. Support is only permitted on an emergency basis upon the rotational unit's request. Parts and labor cost will be charged to the rotational unit.**

**(10) The NTC Central Issue Facility. Replacement or repair cost of items received by rotational unit will be charged to the rotational unit.**

**(11) If there is no positive evidence of negligence or suspension of willful misconduct, a damaged property statement (\$500 threshold) established by 916th Spt Bde will be used in lieu of DD Form 200 (Report of Survey).**

**(12) Class IX repair parts will be ordered using home station and exercise DODAACs/Unit Identification Codes (UICs)/APCs. All other classes of supply will be ordered using home station DODDAACs/UICs/APCs.**

**(a) Class I. Ice ordered and received.**

**(b) Class II. General supplies are ordered from GSA using Exercise DODAACs and home station APCs. Rotational units will order General Services Administration (GSA) supplies and make arrangements for delivery to the NTC as part of their predeployment planning. The 916th Spt Bde Supply Division can provide advice and assistance in this process. Units may transfer stocks to follow-on rotations or take items received back to home station. Units are encouraged to establish an account through the Fort Irwin Military Clothing Sales Store for the procurement of military clothing in emergency situations (see Appendix H).**

**(c) Class III.**

**1 Bulk and packaged POL will be ordered by the rotating unit using home station DODAAC and APC. No turn-in credit will be given (see Appendix H).**

**2 Industrial gases ordered by the rotating unit. No turn-in credit will be given.**

**(d) Class IV. Barrier/construction materials are issued as a stock loan from the Installation Supply Support Activity (ISSA). Rotational units purchase those items that are missing or unserviceable during turn-in only (see Appendix H).**

**(e) Class V. Training mines will be drawn from the G-3, TSD. All live ammunition and/or associated items will be drawn from the Fort Irwin ASP. If items are lost or damaged, the cost to modify the material will be charged and billed to the rotational unit by the appropriate issuing facility. Overtime to support contractor and civilian workforce may be incurred as necessary to accomplish turn-in utilizing 10-hour days beginning on regeneration.**

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**(f) Class VIII. Medical materials. Class VIII medical supply request will be ordered by the rotational unit on an emergency basis only. Units will use home station DODDAC and APC. No turn-in credit will be given (see Appendix H-9).**

**(g) Class IX. Addressed separately below.**

**(13) Cost of postal services/Federal Express mail. Direct fund cite will be provided by rotational unit to NTC Garrison DRM (Rotational Budget Analyst), P.O. Box 105059, Fort Irwin, CA 92310, DSN: 470-2596/2600.**

**(14) Telephone equipment and services, leasing of communications equipment and services, automation services for user-owned and operated equipment, and mass reproduction.**

**(15) Travel/commercial buses and baggage transportation cost for the rotational unit. Rotational unit may provide direct fund cite to NTC Garrison DRM (Rotational Budget Analyst), P.O. Box 105059, Fort Irwin, CA 92310, DSN 470-2596/2600.**

**f. Class IX.**

**(1) All funding for DLR and Class IX repair parts for the prepositioned fleet is provided to the NTC. Costs for repair of the prepositioned fleet (like items) will be billed by proration. Missing or damaged component parts of a major item will be charged as separate items at 100 percent (less fair wear and tear). The separate items list will be used as part of the final bill when approved by Class IX and the unit. The Federal Logistics (FEDLOG) cost for all items ordered by Document Identifier Code (A0A) will be automatically charged to the rotational unit. The NTC will be billed by Document Identifier Code (A5A) (see appendix H-10d). Responsibility for repair and resourcing of home station equipment will remain with the rotating unit as outlined below.**

**(2) Bills for Class IX repair parts (to include DLRs) will be prorated based upon density of equipment brought from home. The FEDLOG cost will be used in determining the pro-rata share. The NTC will determine cost as follows: For Class IX parts peculiar to a specific end item or End Item Code, as specified by FEDLOG Material Category Code, NTC will determine cost based on percentage of those specific end items brought from home station versus total density of equipment drawn from the NTC PREPO fleet. For Class IX common items with multiple applications when end item application cannot be determined, NTC will determine rotational cost based on percentage of total density of end items brought from home station.**

(3) Rotational units will be charged the FEDLOG price for assets issued from the NTC-supplied PLL when assets turned-in at the end of the training cycle are less than the amount issued.

(4) The pro-rata methodology is:

(a) The NTC and rotational unit personnel will compare the number of systems brought from home station to the number used in the rotation to establish the percentage for billing. For example:

EQUIPMENT	UNIT	NTC	TOTAL	PERCENT
HMMWV	250 +	300 =	550	$(250/550) \times 100 = 45.45 \%$
5 T	3 +	54 =	57	$(3/57) \times 100 = 5.26 \%$
TOTAL	253 +	354 =	607	$(253/607) \times 100 = 41.68\%$

(b) The NTC will then bill the unit using these percentages. For example:  
TRUCK COSTS:

HMMWV PARTS	\$ 500K	x	45.45%	=\$227.25K
5 T PARTS	\$ 125K	x	5.26%	=\$ 6.58K
GENERAL TRUCK PARTS	\$ 80K	x	41.68%	=\$ 33.34K
TOTAL TRUCK PARTS COSTS				=\$267.17K

(c) Rotational Billing Criteria. See Appendix H-10d.

(d) The credit rate for recoverables for the rotational units will be the FEDLOG National Stock Number (NSN) serviceable/unserviceable credit rates. This rate will be applied to all non-excess rotational unit recoverables.

(e) The NTC will provide rotating units weekly Rotational Billing System (RBS) status report for on-going reconciliation during the training period. Rotating units are required to have their resource and materiel manager remain at NTC after completion of the training cycle to resolve billing issues during FOF and LFT.

(f) Rotational units are to use the prepositioned fleet. Exceptions to using the fleet should be limited to MTOE unique items or preloaded maintenance shelters that are too impractical to draw. Exceptions will be coordinated with the NTC and the cost borne by rotating units. No increase in resources or railcars will be made available to support exceptions.

(g) Rotational units should bring DLRs only after coordination with NTC to ensure that needed items are not available. The NTC is authorized to observe off-load operations with the intention of identifying uncoordinated exceptions to this regulation. The NTC is also empowered to impound unauthorized equipment in a jointly secured area until their disposition or use is resolved.

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**(h) Units will not ship nonmission capable (NMC) vehicles or major assemblies to the NTC. Rotational units will be billed 100 percent for all repair parts necessary to repair non mission capable vehicles arriving at the NTC.**

**(5) Rotational units will be billed through the rotational billing process for all items requested which do not have a confirmed cancellation from the supporting supplier agency. Additional costs will be determined by manual computation using the Standard Army Retail Supply System Inventory Adjustment Report, due in from referral/retrograde report, and other supply and financial Standard Army Management Information System (STAMIS) generated reports.**

**(6) Rotational units that use the View ULLS program for other than its intended purpose will receive an appropriate surcharge to their class IX bill. Examples of improper use include, but are not limited to, clearing closed requisitions to avoid charges, changing parts status to avoid charges, and deleting PLL lines to avoid having to replenish.**

### **g. Aviation:**

**(1) Units will execute rotational training operational tempo from within their annual flying hour program.**

**(2) Units are responsible to program flying hours for their rotations.**

**(3) All aircraft, other than CH-47s, stationed east of the Mississippi River will deploy by strategic airlift, C-5/C-17 aircraft.**

**(4) All helicopters stationed west of the Mississippi River will self-deploy.**

**APPENDIX G**

***Administrative Support***

**G-1. Predeployment Package**

The NTC will issue a predeployment package containing applicable regulations, SOPs, memorandums of instruction, and other items to the AC training unit 210 days prior to scheduled training and to the RC training unit 18 months prior to scheduled training. The package will include a list of shortage ammunition items that units may supplement with home station authorizations.

**G-2. Military Police (MP)**

a. The MP augmentation is not required to perform garrison law enforcement operations at the NTC. However, training unit commanders are responsible for monitoring unit personnel. The NTC requires MP support for the following:

(1) One military policeman for duty at the NTC MP station as liaison and to respond with assigned NTC MPs to incidents in the cantonment area involving training unit personnel.

(2) If the training unit brings a Military Police Investigator (MPI), the investigator will make a liaison visit to the NTC MPI section to establish liaison and conduct case coordination.

b. Training unit military police will have no special law enforcement authority. Any special authority given by the training unit commander may only be given that which can be given to any military unit such as a 15-6 investigator.

c. All criminal activity incidents that require law enforcement personnel will be handled by the Fort Irwin Directorate of Emergency Services.

d. While training unit military police may wear their field brassards for training purposes while in rotation only, they are not to be worn in cantonment area at any time.

e. The NTC Provost Marshal Office will prepare Serious Incident Reports regardless of personnel or property involved. Training unit military police will investigate incidents which do not involve NTC personnel or NTC property and will be responsible for all internal MP reports and MPI case numbers they require.

f. Evidence acquired during an investigation initiated by the training unit's MP may be temporarily secured in the NTC MPI/Criminal Investigation Division evidence depository pending administrative processing and forwarding to the home station.

**G-3. Legal Services**

**a. Legal assistance. Unit commanders will ensure that the personal affairs of Soldiers are in order before deployment. Particular attention should be paid to adequate arrangements for support of dependents. The unit's home station legal office bears the primary responsibility for legal support. Soldiers should be provided the opportunity to prepare wills and powers of attorney as well as to change pay options and initiate/change allotments. Coordination with the local Staff Judge Advocate (SJA) and Defense Finance Accounting Services will be made as required. The NTC SJA will provide emergency legal assistance and claims support. The NTC SJA or his designated legal officer will be responsible for determining that an emergency exists.**

**b. Military justice.**

**(1) Training units will not be attached to the NTC for courts-martial jurisdiction. Unit commanders will coordinate with local SJA for predeployment instructions concerning pending courts-martial and advice on handling any serious incidents which occur while at the NTC. The unit's home station legal office bears the primary responsibility for legal support.**

**(2) Training units will deploy with adequate legal support for nonjudicial punishment actions and summary courts-martial. Deployment of a legal officer is encouraged. In the event a legal officer is not deployed, NTC SJA will provide command legal advice as required.**

**(3) Legal advice for service members offered nonjudicial punishment or summary courts-martial will be coordinated by the local SJA Trial Defense Service (TDS) office or NTC TDS office.**

**G-4. Chaplain Support**

**a. Units will deploy with chaplain support.**

**b. Rotational and augmentee units will deploy with their own organic chaplain support. Each unit chaplain will bring whatever ecclesiastical items and religious support supplies that are needed to support the unit throughout the rotation. The NTC chaplains are not available to conduct worship services for or provide other religious support to rotational units. However, rotational Soldiers are encouraged to attend regularly scheduled worship services at the chapels on post.**

**c. The NTC chapel facilities are not available for use by the rotational and augmentee units for command briefings, morale, welfare, recreational events, and other nonreligious purposes. The facilities are available for some special**

religious events, such as memorial ceremonies. The NTC Chaplain is available for coordination of religious support to the rotational and augmentee units on a by exception basis.

**G-5. Emergency Leave/Red Cross Support**

When available, units will deploy with a Red Cross field representative. Under AR 600-8-10 the commander has authority to approve/disapprove emergency leaves. The training unit will make coordination with the Fort Irwin Red Cross field representative office (Bldg 548) and the Fort Irwin Emergency Operations Center for emergency leave support.

**G-6. Morale Support Activities**

Morale support activities at the NTC are available for use by training unit personnel.

**G-7. Postal Service**

- a. Address mail for training unit personnel as follows:

PFC JOHN J. DOE  
Co//////////, ////////////Bn  
(Rotation # ////////////)  
Fort Irwin CA 92310-5000

- b. The NTC will issue mail in bulk to brigade postal personnel. Qualified personnel will accompany the unit to the NTC to perform breakdown and issue of mail.

- c. Units will not sell postal money orders in the field while at the NTC. Units can purchase postal money orders from the Post Office (Bldg 320).

- d. Units will deliver all outgoing mail to the Mail and Distribution Center (Bldg 306). Units will process mail requiring special postal services through the Post Locator (Bldg 306).

- e. Units training at the NTC will appoint an officer or senior NCO as the brigade postal officer. The postal officer and the brigade mail clerk must inprocess through the Installation Postal Officer or NCO (Bldg 13) prior to receiving any mail at the Post Office. Upon departure from the NTC, postal personnel must clear through the Post Locator.

- f. Brigade mail clerks must possess a secret clearance; brigade security managers must verify clearance 30 days prior to deployment to NTC. Authorized unit security managers must verify unit personnel requiring access to classified

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**material and/or information. Unit security managers must authorize and send security verification with original signatures to:**

**Commander, NTC and Fort Irwin  
G-2 Directorate on Intelligence & Security (AFZJ-I-S),  
Post Office Box 105059  
Fort Irwin, CA 92310-5059**

### **G-8. Copy Support**

**Training units must coordinate additional reproduction support with the installation Network Enterprise Center (NEC), Operations and Systems Integration Division (OSID), Administrative Services Branch (Bldg 13), DSN: 470-4372.**

### **G-9. Maps**

**Units will order maps through normal procurement channels. Training units must have the following map sheets. The NTC cannot provide bulk issue of maps to rotational units.**

- a. Sheet, Fort Irwin, Series V795S, Edition I-DMA Military Installation Map North, (1:50,000).**
- b. Sheet, Fort Irwin, Series V795S, Edition 3-NIMA Military Installation Map South, (1:50,000). (order WGS 84 DATUM sheets)**

### **G-10. Environmental/Archaeological Restrictions**

**a. Environmental and archaeological restrictions applicable to Fort Irwin are in NTC Regulations 200-1 and 200-6. The NTC Regulation 200-1 (Training and Field Exercises), Chapter 10, lists the land protection rules necessary at Fort Irwin. The NTC Regulation 200-6 (Hazardous Materials Waste Management Program) requires reporting and cleanup of spills, limits the use of solvents, prohibits the disposal of hazardous wastes and liquids in the Fort Irwin landfill, requires that used POL be placed in designated storage tanks, and empty drums or containers be properly turned in.**

**b. The rotational unit will be required to contract for the use of waste disposal facilities in/around mobile AAR sites.**

**c. Environmental Team. Rotational units will deploy with an 18-Soldier detachment to provide exclusive support for environmental cleanup. This team will attend classes IAW with NTC Regulations 200-1 and 200-6.**

**d. Fenced in areas are off limit environmental protected areas. Maneuver units will not enter these areas.**

**e. Rock painting on Fort Irwin is limited to “Painted Rock” (NU232958) and is specifically prohibited at any other location. Rock painting is reserved for rotational units of battalion size or larger. The exception to this is a separate company headquarters with no higher command. Augmentee units smaller than battalion size will paint their rock using higher headquarters emblem or design. All other units not meeting those requirements must submit a memorandum to the G-3 requesting an exception to this regulation. Existing paintings will not be altered, destroyed, or blocked except by approval of the Chief, G-3, TSD. Additional guidance is available in NTC Regulation 350-3.**

**f. Rotational units will observe all restrictions related to the California Desert Tortoise and any other endangered or threatened species.**

**G-11. Communication Support**

**The Fort Irwin NEC furnishes the following information systems support. These offices may be reached by dialing DSN: 470 or Commercial 760-380- and extensions:**

<b>Support Provided</b>	<b>POC/Phone Number</b>
<b>Automation</b>	<b>Chief, OSID/4484</b>
<b>Postal</b>	<b>Chief, OSID-ADMIN/4372</b>
<b>Publications</b>	<b>Chief, OSID-ADMIN/4372</b>
<b>Copier support</b>	<b>Chief, OSID-ADMIN/4372</b>
<b>Telecommunications Center (TCC)</b>	<b>Chief, OSID-TCC/3010</b>
<b>Facsimile</b>	<b>Chief, OSID-TCC/3734</b>

**G-12. Personnel**

**a. Preparation for movement. Commanders will ensure that Soldiers are properly prepared for movement.**

**b. Headquarters, FORSCOM, will not normally support stabilization of personnel for NTC training. If fully justified, training units will forward individual or group stabilization requests to Commander, Forces Command (AFAG-PRE), 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for consideration. Commanders may also as an exception to policy submit operational**

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deletion/deferment requests if exceptional conditions exist. Submit operational deletion/deferment requests to Human Resource Command in accordance with AR 600-8-11.

c. Report serious incidents to the Fort Irwin Emergency Operations Center, extension 4362. The NTC in turn will notify Headquarters, Forces Command (AFOP-OC), 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, DSN: 367-5222. In the event of a casualty, ensure the casualty area command is notified.

### **G-13. Finance Support**

a. Each rotation to NTC must include a finance support team (FST) consisting of a minimum of one 73C20/30 and two 73C10s. The FST will handle all pay inquiries for Soldiers deployed to the NTC and print Leave and Earnings Statements/Net Pay Advices.

b. Each FST must coordinate with the Defense Military Pay Office (DMPO)-Fort Irwin at least one month prior to arrival at NTC (DSN: 470-3211). The DMPO-Fort Irwin will provide the FST access to the Joint Service Software (JSS) System, electronic mail, telephone, office/work space, and any other liaison assistance necessary. The FST must provide their own paper and printer cartridge.

c. Training units will provide logistical support to the FST (i.e., billeting, rations, transportation).

d. There is no requirement for the FST to operate a cash operation.

e. The DMPO-Fort Irwin does not have cash operations to provide check cashing for Soldiers.

### **G-14. Police of the Training Area**

a. The rotational unit conducts police of the maneuver area following training to restore the desert to its original condition. Vehicle/Soldier fighting positions must be filled, obstacles torn down, POL spills cleaned, and assorted debris removed. Range support specialists are available to assist the police effort; however, they do not direct the details. This is a chain of command responsibility. The unit determines the amount of assistance required from range support personnel. The range support specialists are contracted personnel and normal work hours are 0800-1630 each day.

b. The police mission is significant in scope. Under normal conditions units can expect to begin on Regeneration Day 1 with an estimated completion NLT Regeneration Day 5. Work details meet at a pre-designated location agreed upon during RSO&I 3 Brief with equipment at 0600 each day and work until 1800.

In the past, units that have failed to place proper emphasis on clearance procedures have been delayed in redeployment and incurred unanticipated costs.

c. On C-3 the rotational unit leaders receive a safety briefing at 1300 hours and at 1330 hours the command sergeant major and his representatives receive the rotational police briefing. The briefings are conducted at Range Support (Bldg 6100). The intended audience for the safety brief is officers (LT-MAJ) and senior NCOs (SFC-CSM). The goal is to disseminate information to the lowest level. The intended audience for the rotational police briefing is the CSM and those NCOs that will execute the police mission.

d. Recommended organization and resource requirements:

(1) Maneuver Area Police: (total requirements for five details).

**Personnel**

1 brigade NCOIC (E7 or above) with 1 assistant EM (E5)  
5 detail NCOs (E7)  
25 truck NCOs (E6)  
10 medics/combat lifesaver  
425 personnel (minimum per detail)  
25 truck drivers  
6 HMMWV drivers (1 Bde NCOIC, 5 detail NCOs)  
5 S&P drivers  
5 HEMTT drivers

**Equipment**

6 HMMWV with radios  
25 Truck, cargo 2.5 ton or 5 ton  
5 Truck, S&P (NTC provides)  
5 Truck, Cargo 10 ton (HEMTT)  
5 Trailer, water 400 gals  
1 radio

(2) Class IV Yard detail:

**Personnel**

1 NCOIC  
10 personnel

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### **Equipment**

- 1 radio**
- 1 Truck, cargo 2.5 ton or 5 ton**

### **(3) Engineer detail:**

**Personnel-determined by unit commander.**

**Equipment-The following is recommended and contingent upon unit equipment authorizations.**

### **Equipment**

- 6 ACEs or 3 dozers**
- 6 SEEs**
- 10 truck, dump 5 ton**
- radios (as required)**

### **(4) Mission Support:**

**Personnel-determined by unit commander.**

### **Equipment**

- 1 truck, Fuel**
- 10-ton (HEMTT)**
- 1 truck, wrecker**
- 10-ton (HEMTT)**
- 2 helicopters**

**(5) Aviation support is required as part of the Fort Irwin range police effort for units to clear the installation. Units will project flight hours for this mission. The NTC will provide a flight hour estimate to the unit. Aviation support will be limited to identification of range obstacles. Rotational aircraft will not be used for lifting/movement/recovery of any obstacles.**

**(6) The unit will make coordination with the land fill, ASP, and Class IV Yard to determine if additional manpower details are needed to download or sort trash and residue during the police mission.**

**(7) The JSS Joint Command and Control compounds in the local Military Operations on Urbanized Terrain (MOUT) sites are the responsibility of the training unit to clear, clearance of these facilities are coordinated through the G-3 MOUT section.**

**G-15. Resource Management**

**The Directorate of Resource Management, Fort Irwin, Program and Budget Execution Branch (AFZJ-RMB), Directorate of Resource Management, Fort Irwin, CA 92310-5101. DSN: 470-3298/4024 serves as the overall POC/coordinator for funding support and services provided by the below directorates at Fort Irwin:**

- a. National Training Center, 916th Spt Bde.**
- b. The NTC Acquisition Command for contractual requirements such as local purchase supplies and services.**
- c. Directorate of Information Management for communications support.**
- d. Directorate of Public Works for environmental issues and real property.**
- e. The NTC G-3.**

**G-16. Contracting Support**

**a. Contracting support for rotational units will be provided by the Army ECC, Army Contracting Command (ACC), U.S. Army Materiel Command (AMC), Rock Island, Illinois. The ECC will normally provide two CCOs for each rotation. The CCOs should be identified a minimum of 60 days in advance of each rotation so necessary coordination can take place between the rotational unit and the CCOs. The ECC will provide CCOs based upon rotational calendar, which should be provided as updated.**

**b. Commander, NTC Acquisition Command, shall have operational control of the assigned CCOs. The CCOs will be physically located within the Contracting Division, NTC Acquisition Command, and will be provided automation and logistics support.**

**c. The NTC Acquisition Command's CCO Program Manager is the point of contact for all rotational unit contracting support information and coordination until specific CCOs are assigned by the ECC.**

**d. The CCOs will arrive on or before the Torch Party arrival date and will not depart until all contractual actions are properly closed, which will be approximately 2 weeks after the rotational training unit's main party has departed. The CCOs shall not depart the area unless approved by the Commander, NTC Acquisition Command.**

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**e. Rotational units shall provide a minimum of two individuals that have attended a COR Course. As necessary, the CCOs will provide COR refresher training.**

**(1) The rotational unit will nominate a primary and alternate COR that will be appointed as CORs for all contracts awarded to support the rotation.**

**(2) The COR shall inspect and document existing condition of all equipment received from contractors before allowing rotational units to take delivery and use the items. In addition, the COR shall inspect and document the condition of all equipment after use by the rotational units before returning it to the contractor. Any damages noted must be recorded and reported to the CCO immediately.**

**(3) The COR shall insure that all contracted equipment has been returned to or picked up by the contractor(s) before they leave the NTC. If necessary, CORs shall remain back until all contracts are cleared by the CCOs.**

**f. Commander, NTC Acquisition Command, shall be briefed by the CCOs before their scheduled departure. Each CCO will receive an overall evaluation of their performance before departing.**

### **G-17. Spectrum Management**

**a. Responsibilities: In accordance with AR 5-12, Army Management of the Electromagnetic Spectrum, Chapter 2.**

**(1) Command and staff channels: The commander or director of an organization is responsible for identifying, validating, and managing their resources and spectrum requirements to meet the organization mission in accordance with this regulation.**

**(2) Forces Command Spectrum Management Office will provide management of spectrum requirements to Major Subordinate Component Commands.**

**(3) Forces Command Spectrum Management Office will implement the ARFORGEN process as it relates to Spectrum Management to allocate resources, equipment, and personnel training opportunities. Enforce structured training that increases unit readiness over time to meet the Army and COCOM requirements.**

**(4) Enforce compliance of FC Regulation 350-50-1 with all training units scheduled for rotation to the NTC.**

**b. National Training Center Spectrum Management Division.**

**(1) The NTC Spectrum Management Division (SMD) reports directly to the NTC G-6 and national level Army Spectrum Management Office. Spectrum Management Division manages the NTC's frequency resources, develops policy, and establishes procedures and standards to ensure compatible operations for all Army and Joint units training within a 175-mile radius of the NTC. The NTC will send a Signal Operating Procedure information packet to the appropriate training unit 180 days prior to unit's scheduled arrival date.**

**(2) Electromagnetic Compatibility Program. The electromagnetic compatibility program has been established to protect NTC instrumentation, National Aeronautics and Space Administration (NASA) Goldstone Deep space tracking, China Lake Naval Air Weapons Station, surrounding areas and critical communications infrastructure from harmful interference. Compatibility testing of all Rotational units' radio frequency (RF) transmitters is mandatory. Rotational units introducing new equipment that has not been tested to ensure DD form 1494 compliance must set up a test date prior to integrating into the NTC training environment. All equipment requiring testing must be coordinated with the NTC SMD. If new test equipment is required that is not on hand at NTC, the training unit is responsible for purchasing the testing equipment for validation. The requirements for testing include the following:**

**(a) Verification of data provided on DD Form 1494. All systems must have at a minimum an experimental DD Form 1494 initiated. All other systems must acquire a waiver from FORSCOM and approved by the NTC for operation.**

**(b) Measurement of bandwidth for proper assignment.**

**(c) National Aeronautics and Space Administration Goldstone compatibility analysis.**

**(d) Processing and coordinating experimental DD-1494 frequency requirements.**

**c. The NTC Spectrum Management Division Responsibilities.**

**(1) Manage the NTC's electromagnetic compatibility program.**

**(2) Analyze proposals for new RF emitting devices or systems for supportability and impact to current users at the NTC.**

**(3) Assist rotational training units with planning, preparation of SOI, and Electronic Warfare lists.**

**(4) Provide units with frequency resources, except those that require coordination with Federal Aviation Authority, Federal Communications Commission (FCC), and national level agencies at least 100 days before the start**

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of the rotation. Frequency resources which require additional coordination will be provided to the rotational unit as they are assigned by outside agencies.

### **d. Rotational unit responsibilities.**

(1) The rotational unit signal officer will submit a list of all emitters planned for usage to SMD via Excel spreadsheet, standard frequency action format (SFAF) or Master Net List at least 120 days prior to the start of the rotation.

(2) Request frequencies for approved equipment using the SFAF format at least 120 days prior to the start of the rotation.

(3) Coordinate with SMD for testing of new systems at least 120 days prior to the date the equipment is required for use.

(4) Units that are required to purchase new test equipment for NTC will submit funds to NTC G-6 for procurement.

(5) Ensure units use only assigned frequencies, bandwidth, and modulation.

(6) Ensure emitters are not exceeding the assigned power output.

(7) Ensure units observe accepted communication practices and procedures.

(8) Ensure units do not bring radio frequency emitting equipment to the NTC without prior approval from FORSCOM and NTC.

**e. Ensure all classified material is transmitted and handled in an appropriate manner.**

(1) **Special requests.** These requests include Electronic Attack frequencies that require special coordination and operate under agreements among federal agencies, especially the FCC. Units must submit these requests to NTC G-6, SMD, in accordance with the above timeline.

(2) **Special information.** Additional information is required for radar, identification, friend, or foe, chaff, navigational equipment, space systems, and electronic warfare emitters. See the standard frequency action format (SFAF) and contact NTC G-6 for assistance on the particular technical data required for this equipment.

(3) **Information Required.** Each equipment type (jammers, radar, navigation aids, telemetry, etc.) has its own characteristics and parameters. The

**information is listed on the SFAF. For assistance in completing the form, contact NTC G-6 SMD.**

**f. The NTC Spectrum Management Division can be reached at the following phone numbers. The DSN prefix is 470. The commercial area code and prefix is (760) 380-XXXX.**

- (1) Frequency Management: x3280**
- (2) Rotational Communication Coordination and Signal Operating Instructions: x3043**
- (3) Engineer, Analysis & Testing: x4898/3312**
- (4) Radio Frequency Interference: x3281**

**APPENDIX H**

***Logistics Operations***

**H-I. General**

**a. The NTC G-4 will be responsible for coordinating all logistics support with Divisional G-4s for units rotating through the NTC. The support will be provided based on the Mission Letter, requests for exceptions, and FORSCOM Form 1060. The NTC will provide logistical support to training units IAW NTC External Logistics SOP. Units will deploy with CSS and EAB units to support LFT and FOF.**

**b. Training unit and support EAB elements will use their home station UIC, DODAACs, and home station assigned APC to order parts at the NTC. These Exercise DODAACs will be used only at the NTC for Unit Level Logistics System-Ground (ULLS-G) and Standard Army Maintenance System-Enhanced (SAMS-E) transactions. The rotational unit will use the Exercise DODAACs with home station APCs to order Class IX parts for both home station and PREPO fleet equipment. The lead training unit will coordinate this action with all supporting units.**

**(1) Units coordinate with their local DODAAC coordinator for an Exercise DODAAC through the LOGSA. The second line on each rotation exercise DODAAC will contain the NTC rotation number, i.e., 01-09. The unit will provide the Exercise DODAACs to NTC MMC NLT 45 days prior to deployment.**

**(2) The Exercise DODAACs may be retained in the NTC supply and financial systems for a maximum of 150 days. Units are not authorized to requisition on the Exercise DODAACs after the completion of training. Requisitions that have not been filled will be cancelled on the third day of regeneration except for certain dedicated customer approved documents.**

**(3) Upon completion of training and no longer than 150 days, the unit/Army Network Station POC (installation) will request the Exercise DODAAC Requisitioning Activity Code (RAC) be changed to nonrequisitioning. The DODAACs will remain dormant at the NTC until the next rotation.**

**(4) When the installation has another NTC rotation, the unit/Army Network Station POC (installation) will revise the UIC/APC on the dormant Exercise DODAAC to the current rotating unit and change the RAC back to requisitioning. The DODAACs are easy to capture since they will always remain on file with the home station Fiscal Station Number.**

**(5) Army National Guard units will use existing red DODAACs that remain at the NTC. The ARNG will change the UIC and billing address on the required**

DODAACs and change the RAC to requisitioning. The next ARNG rotation will change the UICs, Fiscal Station Number, and RAC back to requisitioning.

c. The 916th Spt Bde SPO will notify AMC logistics assistance officer (LAO) and Defense Logistics Agency (DLA) Customer Service representative of anticipated part/supply concerns prior to the rotation.

d. Excess. Rotational units will turn in excess or recoverables (serviceable and unserviceable) to the ASL where initially issued.

e. The aviation maintenance organization accompanying the training unit must bring appropriate aviation unit maintenance (AVUM)/aviation intermediate maintenance (AVIM) repair parts, packaged POL, and required unit equipment.

f. Track. Rotational units may elect not to replace unserviceable, repairable tracks during their rotation and replace at home station.

g. The EAB personnel will pick up all bulk rations, supplies, and equipment from appropriate NTC facilities and move them to the rotation brigade's brigade support battalion (BSB) for further distribution IAW unit SOPs.

h. Any repair part that arrives at the NTC on a rotation unit's dedicated document numbered shipment after the unit has departed the NTC (cancellation request not honored) will be transshipped to the unit by the NTC.

i. Wholesale stockage. The AMC and DLA will be requested to stock sufficient parts in the NTC ASL, Barstow, and/or San Joaquin to support a 90 percent operational readiness of rotational and PREPO equipment.

## H-2. Class I

a. The NTC TISA operates under the Army Field Feeding System for all rotational units. The TISA provides subsistence based upon the planned feeding cycle and projected strength forwarded by the rotational unit to the TISA 90 days prior to their arrival. The training unit must verify the headcount telephonically by D-30.

b. Logistical planners should balance the use of both unitized group rations and MREs during field training.

c. The NTC TISA requisitions, receives, and issues field training rations in established cycle sequence. The planned feeding cycle/ration mix (by meal, by day) cannot be changed due to subsistence supply constraints.

d. The NTC TISA External SOP outlines responsibilities, policies, and procedures. The TISA office may be reached at DSN: 470-3998/4763.

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### **H-3. Class II**

**a. Limited Class II Common Table of Allowance (CTA) 50-900 will be available for direct exchange on an emergency basis to meet safety, health, and welfare requirements. Decision authority for determining valid emergencies is the NTC EAB Commander.**

**b. Rotational units should bring 5 percent overage of their Organizational Clothing & Individual Equipment items based on rotation troop density, including protective vests.**

**c. The Clothing Sales Store can provide limited items and is available to training units.**

**d. The self service supply center type items will be provided through GSA drop shipment program. Units must establish an account at GSA and order their requirements 90 days prior to their rotation 1-800-229-4129 or DSN: 466-7234.**

### **H-4. Class III**

**The NTC operates a bulk POL facility at Bldg 7701, located on Ammo Supply Point Road, a retail facility at Bldg 950, located at the corner of Langford Lake Road and South Loop Road, and a bulk JP-8 point, Bldg 6002, at Bike Lake Army Airfield. Rotational units will submit forecasts for Class III (B) to the 916th Spt Bde NLT D-60 to ensure adequate deliveries can be coordinated. Class III (P) will be requisitioned by the rotational unit from the ISSA using automated or hardcopy DA Form 2765-1. Units will provide a forecast of additional Class III (P) to the 916th Spt Bde Supply Division NLT D-60 if they want to be sure adequate quantities are on hand at the Hazardous Material Control Center. Bulk and packaged POL will be ordered by the rotating unit using their home station DODAAC and APC. Listing of Class III products that will be brought from home station will be provided to 916th Spt Bde at the same time the push package is forecasted. This list will be reviewed by the DPW's Environmental Division to ensure that the training unit is in compliance with California and Occupational Safety and Health Administration requirements on unauthorized Class III (P) products not approved for use in the state of California.**

### **H-5. Class IV**

**The ISSA will issue barrier material requisitioned by the rotational unit with DA Form 2765-1 using a home station DODAAC and APC. The items will be issued as a stock loan. At the completion of the rotation, the unit will reconfigure the Class IV and close their account no later than R+4. Units will not be charged for items returned to the ISSA in serviceable, depot-configured condition. Units will only be charged for damaged or missing items. Items required by the rotational unit**

that are not stocked by the ISSA must be brought from home station. A stockage listing can be obtained from the 916th Spt Bde.

**H-6. Class V**

a. The NTC ASP will requisition, receive, store, and issue all Class V ammunition for rotational brigades based on G-3 IAM input and DA Pam 350-38 rotation-specific ammunition authorizations. Units will not be authorized basic load or combat load quantities of ammunition.

b. Ammunition coordination is only authorized between the rotational unit Division Ammunition Officer (DAO) and the G-3 Installation Ammunition Manager DSN: 470-3883. Units will utilize the Training Ammunition Management Information System (TAMIS) for the input of the electronic DA Form 581. Training units will submit a valid Memorandum of Assumption of Command and a DA Form 1687, Notice of Delegation of Authority-Receipt for Supplies, to the ASP 72 hours before the issue of any ammunition.

c. Units will initiate all Electronic DA Forms 581 as directed by the G-3 IAM. Units will provide all personnel to load and block ammunition on the using unit's vehicles. Rotational units will provide at least 25 personnel and one staff sergeant or above to process the issue and turn-in of ammunition (new and unused).

d. Units will draw their entire Class V supply during RSO&I-1 and 2 and relocate it to the FASP to support the exercise. The division/brigade ammunition officer or warrant officer will supervise this activity. The STAMIS standard Army ammunition system-modernized (SAAS-MOD) will be used for processing all transactions between DAO FASP and the ammunition transfer point. The NTC OCs will monitor use of SAAS-MOD as required.

e. A DA Form 5811-R, Lost or Damaged Class V Ammunition Items, initiated by units for purpose of residue shortages will be signed by the first O-5 (LTC) in the unit chain of command.

f. Additional ammunition desired for use during rotation must be approved by command channels, coordinated with G-3 IAM, and forecasted utilizing TAMIS 120 days in advance to ensure sufficient supply is available. This ammunition will be charged to the unit's home station UIC/DODDAC. Expenditures above NTC-provided authorizations will be charged against the home station account.

g. Missiles must come from the units home station account. These must be approved, coordinated, forecasted, and ordered 120 days in advance by the training unit and drop shipped to the NTC ASP prior to the rotational training dates. These items must be requested on a separate DA Form 581 utilizing TAMIS.

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**h. Training ammunition will not be shipped to the NTC except missiles and special operations, service specific, or approved foreign national items.**

**i. Units desiring to train before/after rotation must have a G-3-approved range request, ammunition coordinated with G-3 IAM, and training ammunition must be forecasted in TAMIS 120 days prior to the requested training dates. A separate electronic DA Form 581 with the unit's UIC will be input through TAMIS. This ammunition will be charged to the unit's home station training ammunition authorization account.**

**j. The NTC Joint Munitions Center Quality Assurance Specialist (Ammunition Surveillance) personnel are the only individuals at the ASP authorized to make the determination that damage to live ammunition is from other than fair wear and tear.**

**k. Additional information may be found in NTC Regulation 700-4, Ammunition, and 916th Spt Bde Ammunition External Standing Operating Procedure and Handbook.**

### **H-7. Class VI**

**Limited PX, health, and welfare items are available at the issue and regeneration area at unit request through the PX manager's office. Training unit personnel may use NTC facilities.**

### **H-8. Class VII**

**a. The NTC's Logistics Support Services Contractor will issue Class VII combat and tactical items from the prepositioned Fleet. Rotational units will deploy only serviceable equipment to the NTC.**

**b. Ancillary equipment. Rotational units will bring all BII, weapons, and communications equipment from their home station equipment. On an exception basis and coordinated in advance with the 916th Spt Bde SPO, the NTC may furnish selected BII, weapons, and communications equipment (i.e., M2 .50 caliber in lieu of MK19).**

**c. Home station equipment that becomes damaged beyond repair and the training units determine not to return it to home station may be turned in to Defense Reutilization Management Office. Changes can be expected based on a case-by-case basis.**

**H-9. Class VIII**

Units will deploy with 15-30 days of medical and dental supplies. Units will deploy with all authorized MESSs, to include authorized narcotics. Note: "R" and "Q" items (controlled substances) will not be available. Only emergency Class VIII supply requisitions that have been approved by the Brigade Surgeon or Brigade Medical Supply Officer (BMSO) will be processed by the Weed Army Community Hospital Installation Medical Supply Office. Units must coordinate any additional support requirements 90 days in advance of deployment with the NTC MEDDAC and DENTAC commanders. The BMSO will establish a Class VIII account utilizing units' home station DODDAC and APC.

**H-10. Class IX**

**a. Prescribed load list.**

(1) Training units will draw Shop Stock from the NTC logistics support services contractor (Building 808). Unit Shop Stock is uploaded in containers with bulk items stacked loose on a pallet.

(2) The NTC will furnish a preconfigured SAMS-E system for each PLL listed.

(3) Rotational units must arrive at the NTC with a copy of home station SAMS-E and ULLS equipment data fill for the equipment brought and input this data into the NTC-provided ULLS.

(4) Rotational units may bring, with prior coordination with the NTC Spt Bde SPO/executive officer, system peculiar repair parts, spares, and containers for home station equipment. Home station PLL repair parts accountability must be maintained manually for the repair parts incorporated into the rotational unit's SAMS-E shop supply until returned to home station.

(5) Equipment mileage/usage for Army Material Status System reporting. Rotational units will use standard ULLS procedures to record miles/usage data on home station equipment in the NTC-furnished ULLS systems. At the end of the rotation, rotational units will extract necessary usage data from ULLS for home station equipment and transfer this data into home station ULLS upon return to home station.

(6) The 916th Spt Bde Class IX Accountable Officer will be responsible for loading rotational unit's Exercise DODAACs into SARSS which will hold up to 35-40 training DODAACs per rotation.

(7) The unit home station DODAACs will be used to order supplies less Class IX. All requisitions using these DODAACs will be coded as fill or kill.

**b. Forward ASL.**

**(1) The 916th Spt Bde will issue ASL loaded semi-trailer vans. Rotation unit accountable officer will inventory the ASL when signing for and turning in at the NTC.**

**(2) The rotational unit must bring or early draw prime movers (5-ton tractor trucks). Rotational units must provide a minimum of five semi-trailers and prime movers to transport bulk ASL and bulk Repairable Exchange Activity items that are part of the forward ASL. Additional truck assets are required in order to move unique ASL repair parts brought from home station. Units will be required to inventory and position the assigned ASL IAW the published NTC timeline.**

**(3) Standard Army Retail Supply System-1. The NTC will furnish a preconfigured SARSS-1. The SARSS-1 will use an NTC-provided DODAAC/APC and the Ron/Don will be turned off. The rotational unit must ensure that all referral/retrograde in the SARSS-1 systems is clear at the time of issue and turn-in.**

**(4) Rotational units will coordinate 30 days in advance with the 916th Spt Bde SPO if planning to bring any additional home station items to be incorporated in the forward ASL. Upon approval these lines will be recorded as "Z" lines with retention levels and will not be replenished.**

**(5) Rotational unit forward SARSS ASL will be set as "fill or pass."**

**(6) Lateral distribution (Referral). Lateral distribution (referral) from the SARSS-1 "A" direct support unit (DSU) to the rotational SARSS-1 ASL will be made if the part is onhand.**

**c. Visibility of NTC ASL Stockage. The NTC will provide rotational units visibility of items normally stocked in main, forward, and installation ASL.**

**d. Repairables. Rotational units will provide the NTC Spt Bde a listing of repairables brought from home station for use during issue/turn-in of the forward ASL. This list must be provided NLT D-30.**

**e. Recoverables:**

**(1) Home station equipment. Serviceable recoverables brought from home station and not consumed will be returned to home station. Unserviceable recoverables removed from home station equipment will be returned to home station unless matched with the issue of a like item from the NTC.**

(2) Overage repairable item list (ORIL). The ORIL will be cleared or payment resolved prior to the rotational unit's departure from the NTC NLT Regeneration Day 8.

f. The last day rotational units can order parts for home station equipment is Wednesday of regeneration week (Regeneration Day 5).

(1) Any requisition ordered on the last day (Monday of regeneration week one) for home station equipment that does not get a Material Release Order (MRO) within 36 hours will be cancelled (submit AC1) NLT 1200 hours, Wednesday, of regeneration week one.

(2) Any requisition for home station equipment receiving an Estimated Ship Date later than Thursday of regeneration week one will be cancelled (submit AC1) NLT 1200 hours, Wednesday, of regeneration week one.

g. The aviation maintenance organization accompanying the training unit must bring appropriate AVUM/AVIM repair parts, packaged POL, and required unit equipment.

h. Rotational units coordinate logistical support with the NTC staff and the Operations Group Logistics Training Team (Goldminers) and observe an equipment issue during their LTP prior to the rotation.

i. Batteries:

(1) Communications-electronics (C-E) rechargeable batteries. All rotational units that use more than 12 C-E primary batteries per rotation will bring their own C-E rechargeable batteries, adapters, and battery chargers. These C-E rechargeable batteries will not be used as the power source for MILES. Additionally, each unit will ensure all necessary equipment requirements are met, 3KW generator or alternating current power source, battery chargers, multistation adapters, and plastic crates used to transport rechargeable batteries. The NTC only stocks limited quantities of primary C-E batteries.

(2) Vehicular batteries. The NTC is enrolled in the DLA Vehicular Battery Consignment Program. The NTC battery shop will receive wet and charged vehicular batteries from the DLA contractor. Units will use their Exercise DODAAC and home station APC to requisition replacement batteries while at the NTC.

#### H-11. Movement/Transportation

a. Units will conduct movements IAW current FORSCOM regulations and follow guidance in the 916th Spt Bde MCC SOP included in the predeployment package. Units must submit requests for deviation from the 916th Spt Bde SOP

## **FORSCOM Regulation 350-50-1**

**60 days in advance of deployment. Final coordination for transportation deployment will be done NLT 15 days prior to unit deployment to the NTC.**

**b. Units will coordinate all surface moves requiring commercial carriers (e.g., buses to/from the NTC, truck, and rail moves) with the ITO, Materiel Movement Section, Bldg 565, and the 916th Spt Bde Surface Section. Units will notify the NTC ITO when equipment is due to arrive by commercial motor carriers with the date of departure and give an estimated date of arrival. Training unit representatives will be present to sign for the equipment upon its arrival at the NTC. After duty hours contact the MCC at 760-380-4977 (DSN 470) (this number will only be manned during deployment and redeployment) or the NTC EOC at 760-380-3750/5373 (DSN 470).**

**c. A limited number of TMP vehicles are available at the NTC. Fully justified requirements for TMP vehicles will be submitted to the NTC ITO at least 90 days before date of intended use. An administrative vehicle package will be provided to the unit on arrival. Details on the package are included in the NTC Battle Book.**

**d. Unless contracted for commercial haul, tracked vehicles are driven cross-country from the Manix railhead to the NTC (approximately 27 miles). The Manix Spur is no longer used for any type of rail operations.**

**e. Wheeled vehicles shipped by rail will be unloaded at the MCLB, Yermo Annex, and driven to the NTC via the Manix tank trail. Training unit S-4s must coordinate 30 days prior to deployment with the 916th Spt Bde Surface Section at DSN: 470-4977 for any oversize/overweight wheeled vehicle moves that will require permits.**

**f. Immediately upon arrival of the advanced party at the NTC, copies of unit movement orders and emergency travel authorization must be hand-carried to the Personal Property Section, Bldg 312. The lead transportation assistant will brief procedures for emergency travel. After duty hours, orders can be taken to the EOC, Bldg 237, Post Headquarters.**

**g. The primary airhead for the NTC is Southern California Logistics Airport (SCLA). Military and commercial air flow for unit deployment/redeployment must be confirmed with the Air Section (916th Spt Bde, DSN: 470-4977) 30 days prior to air deployment and at D-5 for redeployment.**

**h. Soldiers who must remain overnight must be on TDY orders.**

**i. Use of Manix/I-15 underpass by military vehicles and equipment.**

**(1) The Manix/I-15 underpass is the only authorized passage point/route for all oversized/overweight vehicles moving on the desert trail between the NTC and the MCLB, Yermo Railhead.**

**(2) An 916th Spt Bde representative must be present for any move under the underpass. This is a California Department of Transportation requirement that if not met could jeopardize use of the underpass for oversized/overweight vehicles and result in increased movement costs (e.g., commercial transport).**

**(3) Only one vehicle is authorized passage at any time, and maximum speed is 5 miles per hour.**

**(4) Vehicles will utilize only that portion of the underpass marked as an authorized passage point.**

**(5) Each vehicle must be ground guided through the underpasses (eastbound and westbound lanes).**

**(6) The using unit must post a control vehicle with a senior NCO or officer at the entrance and exit to the underpasses when transiting.**

**(7) The underpass area will not be used during the hours of darkness unless the unit provides lighting as coordinated with the 916th Spt Bde Rail Section.**

**(8) The 916th Spt Bde is the control authority for releasing convoys moving in both directions between Fort Irwin and the MCLB, Yermo, or SCLA.**

**j. Training units deploying to the NTC by all modes of transportation must adhere to certain inspection procedures prior to loading and unloading equipment. Documentation must be accurate and timely in order to process any damage claim. The NTC Transportation Office, DSN: 470-3830/3829/ 3828, will provide inspection forms.**

**k. The NTC has no material handling equipment (MHE) available for rotational units to off-load their containers (military demountable containers/container express that come in without chassis. Prior coordination for shipping containers must be made as follows:**

**(1) Unit representative(s) must be at the NTC to accept the shipment.**

**(2) Unit must provide MHE.**

## **FORSCOM Regulation 350-50-1**

**(3) If prior coordination with ITO has not been made, containers without chassis either will be returned to home station or the unit will be directed to unload the contents of their containers at the railhead if the shipment arrives by commercial rail.**

**(4) Shipping containers from home station will be randomly inspected by DPW environmental representatives for unauthorized hazardous material once downloaded at the RUBA (dust bowl). The 916th Spt Bde, Surface Section, will select which shipping containers are inspected. The rotational unit will provide a detail to assist in opening the shipping containers to be inspected by the environmental representatives.**

### **H-12. Maintenance**

**a. Home station and PREPO equipment will be maintained IAW the Army maintenance standards. This is TM-10/-20 for home station equipment and FMC for PREPO equipment IAW NTC overprinted DA Form 2404.**

**b. Prepositioned equipment:**

**(1) Training unit soldiers will perform field level maintenance on equipment drawn from the NTC prepositioned fleet. Units will return equipment with all faults identified and corrected in accordance with the appropriate TM - 10/20/30 series. The Commander, 916th Spt Bde, is the approval authority for accepting equipment that is not repaired. Units will not depart NTC and Fort Irwin without clearing the Commander, 916th Spt Bde, Hq NTC G-3, and Hq G-4 offices. Units will draw and submit oil samples and complete recommendations resulting from oil analysis on equipment drawn from the NTC.**

**(2) Stay-behind maintenance personnel, to include crews, maintenance, and supply support will remain at NTC until all issued equipment is returned to the NTC's Logistics Service Support Contractor in FMC condition. It is recommended that units deploy with 100 percent fill on maintenance MOSs to expedite equipment regeneration and redeployment timelines. Deploying with less than full maintenance personnel positions will cause rotational maintenance issues and long delays in the regeneration process for the PREPO fleet. Rotational units must coordinate life support for all stay behind personnel. Redeployment line haul must be coordinated for all equipment needed to complete the regeneration mission (i.e., special tools, shop sets, etc.).**

**(3) Medical maintenance support will not be provided to the training unit except in emergencies.**

**c. Home station equipment:**

**(1) Equipment is required to deploy to the NTC in a TM-10/20 condition. Rotational units may bring system particular repair parts, spares, and containers for home station equipment. Every effort should be made to bring equipment to TM-10/20 standards prior to redeployment to home station.**

**(2) Standard Army Maintenance System:**

**(a) The Class IX Exercise DODAACs and home station APCs will be used to order Class IX repair parts for both home station and PREPO equipment.**

**(b) The NTC does not provide shop stock for rotational direct support units. Units must bring this stockage from home station.**

**(c) Rotational units may load repair parts brought from home station in the SAMS-E Shop Supply.**

**(d) Rotational units will extract necessary maintenance management information from NTC SAMS-E to capture not mission capable supply faults for home station equipment prior to purging home station equipment data from NTC SAMS-E.**

**H-13. Water Points**

**a. Bulk water is located at the forward water supply point, vicinity NK 312041.**

**b. Units must chlorinate water obtained from sources other than the forward water supply point IAW FM 21-20.**

**H-14. Multiple Integrated Laser Engagement System Equipment and Maintenance Support**

**a. The NTC will provide individual MILES equipment only for the troop list units at Appendix A. Units must come to the NTC with Velcro already affixed to combat vehicle crewman helmets IAW the MILES manual. Blank firing adapters for individual weapons (M16 rifles and machine guns) will not be provided by NTC. All personnel participating as part of the rotation unit (including civilians such as LAO, Red Cross Rep, etc.) will wear individual MILES. The G-3 TSD/Operations Group (DSN: 470-5092) will determine whether units provide MILES sets from home station. Units will not bring any MILES in addition to that coordinated with the NTC. The NTC G-3 TSD/Operations Group and home station 916th Spt Bde for the rotating unit will coordinate additional MILES requirements. Requirements beyond home station 916th Spt Bde capabilities will be identified to FORSCOM**

## **FORSCOM Regulation 350-50-1**

**Training Division. Forward MILES request through channels to Training Support Division (AFOP-TSS), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, by D-90.**

**b. Training units will submit a valid DA Form 1687 (Notice of Delegation of Authority, Receipt for Supplies) to the MILES warehouse 72 hours before issue of MILES (D+4).**

**c. The NTC will provide and install MILES equipment only on the home station tracked vehicles required to participate in training. Home station tracked vehicles must come to the NTC with Velcro already installed IAW the MILES manual. Mobile Independent Target System (MITS) will be requested and provided for installation on individual fighting positions.**

**d. The OCs will coordinate for MILES contact team support for training units. The MILES contact team will troubleshoot and replace unserviceable MILES components during training. The NTC will provide additional contact teams for light units. At the discretion of the training unit commanders, home station MILES warehouse and maintenance support personnel may accompany the unit to the NTC.**

**e. Air Ground Engagement System II and Air Defense Artillery MILES equipment has been fielded at the NTC (less Linebacker). All rotary wing aircraft operating forward of the brigade rear boundary will be equipped with a fully functional MILES system. Air Ground Engagement System and Air Defense MILES equipment are available for use at the NTC. Army aviation units must bring aircraft support equipment from home station. All fixed-wing aircraft are equipped with a P5 pod, which allows tracking but currently does not allow ground-to-air or air-to-ground engagements. Ground-to-air and air-to-ground engagements involving fixed-wing aircraft are adjudicated IAW NTC ROE.**

**f. The HMMWV family of vehicles armed with primary weapons systems (e.g., tube launched, optically tracked, wire-guided (TOW), MKI9, etc.) will be outfitted with either M113 MILES kits or, when available, MITS.**

### **H-15. Training Support Division Services**

**a. Training units can establish temporary accounts only for the issue of CREW, MILES, and Training Support Center (916th Spt Bde) support by providing a DA Form 1687 and Assumption of Command Orders to the Training Support Division, Bldg 496.**

**b. The TSD will support rotational training units:**

**(1) Loan of training devices as posted in NTC G-3 TSD.**

(2) Graphic training aid issues.

(3) Other NTC G-3 TSD services coordinated and approved by the NTC Training Support Division, DSN: 470-3882.

c. Unit requests for nonroutine training items, such as the mock ammunition basic loads, should be submitted to the TSD by D-45.

(1) Unit will request issue NLT 24 hours prior to pickup.

(2) Unit will provide a detail to assist in inspection and unloading of basic load. The majority of the items are loaded on banded pallets. Units will provide all transportation required to draw the basic load.

#### H-16. End of Rotation Unit Responsibilities

a. Actions:

(1) Ensure dedicated request(s) are submitted to home station 916th Spt Bde for all parts still required.

(2) Unit PLL clerks will ensure “posts-posts” are entered on home station ULLS for dedicated requests through their home station 916th Spt Bde.

(3) Standard Army Maintenance System-1 operators should generate required maintenance management documents to capture NMC faults for home station equipment prior to purging home station equipment data from NTC SAMS-E-1.

b. The NTC will capture and allocate cost sharing using the NTC RBS. The RBS is programmed to capture supply transactions to facilitate the efficient collection of expenditures and provide an accurate cost accounting within a self-contained system. The RBS is designed to automatically retrieve supply transactions from each DSU every 2 hours. Rotation units will have access to NTC’s financial installation supply buffer with read only capability.

(1) The rotational unit will:

(a) Process each A0A and maintain accountability.

(b) Process each A5A, maintain signature MROs for DA 2765-1, and turn-in documents.

(c) Process each D6A and maintain record of turn-in.

## **FORSCOM Regulation 350-50-1**

**(d) Ensure A5A with MRO as a result of D6A (retrograde) is processed at the Main RIC support DSU for proper credit and processing of the D6K.**

**(e) Ensure that any unwarranted request and/or back-order are requested to be cancelled (AC1) and recorded in SARSS-1.**

**(2) The RBS is programmed to retrieve the following:**

**(a) Authorized ordering agency requisition.**

**(b) A5A MRO from normal issue (I).**

**(c) A5A MRO from excess (E).**

**(d) A5A MRO from referral.**

**(e) D6S Material receipt from wholesale (dedicated).**

**(f) AR0 Material release confirmation.**

**(g) AC1 Cancellation request.**

**(h) AE1 Status processing with a 'BQ.'**

**(i) A6A Material release denials.**

**(j) ATA Follow-up.**

**(3) When RBS bills on A0\_, the system will use the same proration and recoverable logic as the A5\_.**

**(4) For dedicated customer transactions, RBS will negate a charge if rejection or cancellation status is received (when the customer document is back-ordered by SARSS-1 and the customer submits an AC1).**

**(a) The rotational unit Class IX item manager will verify A0As in the management review file at the SARSS-2 box pending release to wholesale to ensure that the requirement is warranted and that the back-order release from wholesale will arrive at the NTC in sufficient time to make the necessary installation of parts to any piece of equipment.**

**(b) The rotational unit will ensure a timely trans-in and trans-out to effectively produce supply transactions so that the RBS can retrieve all transactions and provide an updated activity report.**

(c) The SARSS-1 provides AE1 with a 'BQ' to customer; RBS monitors for SSA (AC1) from close-out.

(d) If no AC1 is produced, RBS will negate the A0\_ charge for the AE1 'BQ' quantity.

(e) If no AC1 is produced from SARSS-1, the RBS stores the supply support activity (SSA) AC1 document number in the database associated to the customer A0.

(f) Rotational Billing System will pull wholesale status from the F09 transactions and search for AE1 statuses matching the SSA document number. If AE1 with a cancellation 'BQ' or other cancellation status is received, RBS will negate the A0 charge.

(g) When reports for a rotation are produced, the RBS will have a transaction in suspense awaiting cancellation confirmation from wholesale.

(5) The RBS is programmed to capture A5A and D6A with the same document number and with a different SSA. This will prevent the same document, known as a duplicate, from being charged and credited twice.

(a) When a "duplicate" document number is processed with a different DSU RIC, RBS will charge the unit for each transaction.

(b) Credits will be granted based on the quantity of issues for that particular stock number. No credit is given for excess turn-ins.

(c) The rotational units must process D6As promptly. A 10 percent credit deduction will be assessed for every 10 days that reparable/recoverable due-ins are not cleared.

(6) The RBS is programmed to accept data from satellite locations.

(a) Transportation Division.

(b) Movement control.

(c) Railhead support.

(d) Material sections (916th Spt Bde) missing and damaged items.

(e) Local purchase.

(f) Tire shop.

## **FORSCOM Regulation 350-50-1**

**(g) Direct and organizational support deadline equipment.**

**(h) Track and wheel.**

**(i) The ULLS-G PLL.**

**(j) Miscellaneous.**

**(7) The rotational unit comptroller or authorized personnel will be required to update and validate the Government Bills of Lading, Commercial Bills of Lading, or any other means of transporting equipment NLT TD-1 to the NTC with the RBS section of the 916th Spt Bde to accurately create a grid for proration.**

**(8) The comptroller and Class IX accountable officer are required to stay at the end of the rotation until the bill with RBS is reconciled and all supply transaction matters are resolved.**

**(9) Unit must raise issues relating to the billing process with the 916th Spt Bde Execution Officer before the rotational unit comptroller departs the NTC. Any issues not resolved prior to the unit's receipt of the final bill must be submitted in memorandum format to the Commander, 916th Spt Bde, for final decision. For those issues arbitrated to a decision not acceptable to the rotation unit, FORSCOM will issue final and binding arbitration.**

**(10) The rotational unit will be charged for services rendered and supply items issued. Due to the nature of training exercises, unforeseen situations can be expected. This is not intended to be all-inclusive, but it does identify "typical expenses" for each rotation.**

**(11) The NTC will exclude the penalty for nonprorated recoverable turn-ins and recoverable turn-ins with "no value" from the billing process.**

**(12) The result to the rotational unit for not clearing ORIL for prorated items will be the full Army Master Date File price.**

**(13) The A5 issues with no confirmed evidence of issue (signed MRO or SARSS shipping list) will be directly reimbursed through the financial system by the NTC.**

**(14) The NTC's ASL is not "get well" inventories for home station stockages. Repair parts will not be purchased at the NTC and transported to home station.**

**H-17. Counter Remote Control Improvised Explosive Device Electronic Warfare Equipment and Maintenance Support**

- a. The NTC will provide individual CREW equipment only for the troop list units at Appendix A. Units must come to the NTC with vehicles prepared to mount CREW II systems. The G-3 TSD (DSN: 470-3882) will determine whether units provide CREW sets from home station. Units will not bring any CREW devices in addition to that coordinated with the NTC. The NTC G-3 TSD and home station Training Support Center (916th Spt Bde) for the rotating unit will coordinate additional CREW requirements. Requirements beyond home station 916th Spt Bde capabilities will be identified to FORSCOM Training Support Division. Forward CREW request through channels to Training Support Division (AFOP-TSS), U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, by D-90.**
- b. Training units will submit a valid DA Form 1687 (Notice of Delegation of Authority, Receipt for Supplies) to (G-3 TSD Property Book Officer) for Training and Audiovisual Support Center 72 hours before issue of CREW (D+4).**
- c. The NTC will provide and install CREW equipment only on the home station vehicles designated by the BCT Commander. Home station vehicles must come to the NTC prepared to mount CREW.**
- d. Operations Group will coordinate for CREW contact team support for training units in the forward operating bases (FOBs). The CREW contact team will troubleshoot and replace unserviceable CREW components during training.**

**APPENDIX I**

***Prepositioned Vehicles and Equipment***

**I-1. Purpose**

**As part of the RSO&I initiative, the desired endstate of the prepositioned equipment fleet is to replicate an Army War Reserve equipment fleet. The only equipment that may be transported to the NTC will be that designated as “not authorized to preposition” and “to accompany troops.” Comparative railcar support will be authorized/resourced to replicate strategic airlift. Amounts of equipment available may fluctuate depending on operational status and equipment on hand. The unit will be given updates of equipment availability throughout the planning sequence. The 916th Spt Bde will provide this data to the unit during the planning sequence as part of the battle book.**

**I-2. Prepositioned Fleet Changes**

**Forces Command, G-3, is the FORSCOM authority on any changes to the PREPO fleet. The G-3 (ICW G-4 Training will validate the training requirement and provide instructions to the NTC G-4. The FORSCOM G-3, FORSCOM G-4, and NTC G-4 will update the PREPO fleet TDA document annually as a joint effort. The intent is to provide the FORSCOM training community the best available training fleet within affordable resources.**

**APPENDIX J**

***Division Tactical Operations Center Augmentation***

**J-1. General**

This appendix provides guidance to rotational units on DTOC augmentation at the NTC.

**J-2. Philosophy**

a. The Operations Group replicates the 52d Infantry Division that serves as the rotational brigade's higher headquarters. Experience has shown that training for the rotational unit improves significantly when the parent division augments the DTOC with selected personnel.

b. The augmentees provide personnel skilled on Army Battlefield Command Systems (ABCS) to assist the DTOC with collecting training unit reports, tracking training unit significant activities, and enforcing 52ID requirements. This allows assigned DTOC personnel to focus on scenario management and collecting reports from NTC OC teams.

**J-3. Requirements**

a. Current augmentation requirements are as follows:

- (1) Position Grade Required
- (2) Battle Captains (3) O-3

**J-4. Responsibilities**

a. Commander, NTC.

- (1) Provide billeting for augmentation personnel.
- (2) Provide mess support for augmentation personnel without per diem surcharge rates.
- (3) Provide training, guidance, and supervision of augmentation personnel.

b. Commander, training unit division.

- (1) Provide transportation to and from NTC for augmentation personnel.

## **FORSCOM Regulation 350-50-1**

**(2) Provide augmentation personnel as desired.**

**(3) Submit a brief after action report to Operations Group (ATXY-PO), Post Office Box 105038, Fort Irwin, CA 92310-5031, NLT 30 days after end of rotation addressing ways to improve the DTOC augmentation training program.**

### **J-5. Administrative Instructions**

**a. Augmentation personnel should arrive at D-1 and depart no earlier than D+20.**

**b. Augmentation personnel must be trained and able to operate their assigned systems and the software version being used to support the rotation.**

**APPENDIX K**  
***Special Operations Forces***

**K-1. General**

a. The Commanding General, NTC, is responsible for the planning, coordinating, approval, and execution of SOF training at the NTC. The NTC SOF Plans section and the appropriate service component SOF exercise control elements provide assistance and support to the NTC in support of SOF training conducted during CTC rotations.

b. The G-3, NTC, is the POC for all SOF units (Army, Navy, USMC, and Air Force) conducting training at the NTC. All communications regarding rotational planning, coordination, and (foreign) Partner Forces support must be routed through G-3, NTC. During the rotation, NTC SOF Plans, supervises the Joint Special Operations Task Force (JSOTF) (White Cell) and Exercise Support Group to facilitate SOF and Partner Force (PF) units achieving their training objectives.

c. National Training Center SOF Plans provides assistance to U.S. Army Rangers and Joint SOF (Navy Special Warfare (NAVSPECWAR) Training Detachment (TRADET)), Marine Special Operations Command (MARSOC) Exercise Control Branch (ECB) or the Air Force Special Operation Command (AFSOC) equivalent) O/Cs or evaluators during their rotations to facilitate integration within the NTC system as requested by the Commander, Operations Group. The Special Operations Training Detachment (SOTD) is responsible for the coordination and resourcing of Observer/Controllers for Special Forces (SF), as well as supporting AC Civil Affairs (CA), AC Psychological Operations (PSYOP) and other Army supporting RTUat NTC. The parent unit of all other SOF RTUs is responsible for manning and resourcing SOF specific O/Cs or evaluators.

d. The NTC SOF Plans is responsible for the planning, coordination, and integration of SOF units with the Live-Fire Division to ensure SOF and PF units achieve their live-fire training objectives. During SOF live-fire training, training must be in accordance with SOF service-specific and NTC range and safety regulations unless waived by CG, NTC.

**K-2. Special Operations Forces Participation in National Training Center Rotations**

a. In accordance with USASOC 350-50, USASOC will execute at a minimum seven CTC rotations per FY. The NTC G-3, in concert with NTC SOF Plans, SOTD, TRADET, ECB, and AFSOC is the scheduling agent for SOF training at the NTC. Initial requests for training will be directed to G-3, NTC.

b. The optimal force package for SF, NAVSPECWAR, or MARSOC Rotational Training Units is one Special Operations Task Force (SOTF) Headquarters; two

**Advanced Operational Bases (AOBs), Isolation Facility (ISOFAC) or special operations command and control elements (SOCCEs), six Operational Detachments (Alpha) (ODAs) with four ODAs maximum at NTC and two training at out-stations, and organic or attached enablers. A SOTF is the deployed configuration of an SF battalion, NAVSPECWAR Team, or MARSOC Battalion. An advanced operations/operational base (AOB), ISOFAC, or SOCCE is a deployed configuration of an SF Operational Detachment (Bravo), NAVSPECWAR Troop, or Marine Special Operations Company. The NAVSPECWAR equivalent of the SF operational detachment alpha (ODA) is a platoon. The MARSOC equivalent is a Marine Special Operations Team. The USASOC, NAVSPECWARCOM, or MARSOC are their respective approval authorities for exceptions to this optimal force package.**

**c. The AC CA optimal force package is one Civil-Military Operations Center and five Civil Affairs Teams (CATs) .**

**d. The AC PSYOP optimal force package is one tactical PSYOP detachment and four tactical psychological operations teams (TPT).**

**e. The SOTF must be established at a location from which it can provide effective C4I to its subordinate elements from 48 hours prior to the execution of any training through 48 hours after the completion of all training. The NTC SOTF Compound at the RUBA is designed for this purpose.**

**f. When available, Special Operations Aviation or other tasked aviation units support the SOF infiltrations and exfiltrations. These aircraft can collocate with the SOTF or base at a location that appropriately supports the SOTF. At a minimum, the aviation element will provide a planning staff (LNOs) to the SOTF.**

**g. The SOTF must conduct at least two Joint or Combined missions integrated into the BCT area of operations. The remaining missions may be conducted at selected locations throughout the Southwestern United States that support the rotational SOF unit commander's training objectives.**

**h. Advanced operations/operational base or SOCCE participation in the LTP is highly recommended to ensure integration with conventional force operations. Recommended minimum personnel are the AOB or SOCCE Commander, Ops/Intelligence (Intel) NCO (18F) and Communications NCO (18E).**

### **K-3. Rotation Planning**

**a. The NTC SOF Plans, SOTD, NAVSPECWAR TRADET, MARSOC, ECB, and NTC Operations Group all coordinate closely to develop and support a SOF scenario that meets both the SOF unit commander's and the rotational BCT commander's training objectives.**

b. In addition to the BCT planning and training sequence listed in Appendix D, Unit Planning and Training Sequence, and United States Army Special Forces Command Reg 350-1, the SOF-specific training sequence is as follows:

<u>Time</u>	<u>Event</u>
D-360	Reserve component (only) SOF RTU hosts a planning conference at home station for the senior leadership and staff from the SOF units to meet with SOF Plans and provide an overview of current SOF CTC operations and to obtain unit training objectives and input for scenario development.
D-270	Special operations forces RTU submits Concept of the Operation (CONOP) with proposed Mission Statement and Training Objectives, Task Organization and Strength, Concept of Operation by Phase, and tentative support requirements.
D-210	Special operations forces RTU conducts Predeployment Site Survey (PDSS) at NTC in order to reviews the Task Organization; review vehicle and equipment requirements; training requirements; coordinate STX and LFX requirements; reviews SOI and communications support requirements; coordinates deployment support and time line; reviews procedures for requesting classes of supply; understands and coordinates local service support capabilities; coordinates with DOL; recons and coordinates billeting sites; reviews Class V requirements and documents at the ASP; finalizes support for the munitions support area; and reviews post restrictions and clearance requirements.
D-180	Initial Planning Conference at BCT home station to establish mutually supporting relationships, brief rotational BCT on SOF training concept, coordinates participation in STX Lanes (if desired), completes a memorandum of understanding with the BCT, and submits Draft DD Form 1060R and DD Form 1494.
D-120	Special operations forces RTU scenario planners (White Cell) submits Final scenario plan ("threads"), injects, Target Intelligence Packages, Final DD Form 1060R, and DD Form 1494.
D-90	Final Planning Conference/Logistics Conference at NTC to conduct detailed logistics planning and finalizes contracting and support requirements.

c. Participants in NTC Planning Conferences are responsible for their own funding, travel, and billeting.

**K-4. Logistics**

**a. Logistical coordination and support for SOF training is the responsibility of G-3 NTC and 916<sup>th</sup> Support Brigade. All logistical support is coordinated at the NTC D-90 Logistics Conference and processed through the NTC G-4.**

**b. Live fire. Special operations forces live-fire training is coordinated through G-3, NTC, and NTC SOF Plans. The SOF RTU is responsible for providing medics and an ambulance for all live-fire exercises in accordance with SOF service-specific and NTC range and safety regulations unless waived by CG, NTC.**

**c. Aerial Resupply Operations. The SOF RTU is responsible for conducting aerial resupply operations IAW NTC range and safety regulations, USASOC Reg 350-2 and/or applicable service-specific regulation; including the Drop Zone Support Team, medics, and ambulance as required. A copy of the Airborne Operations Order, Risk Assessment, and drop zone (DZ) Survey must be submitted to the NTC SOF Plans NLT 48 hours prior to time on target. There are several DZs at NTC. It is the SOF RTU's responsibility to ensure their DZ's are current and responsible for surveying tactical DZs if required.**

**d. Ammunition. Types and quantities of ammunition authorized for NTC, both FOF and live-fire, are listed in DA Pam 350-38 (Standards in Training Commission). U.S. Army Special Operations Command, NAVSPECWARCOM, MARSOC, and AFSOC are responsible for allocating the ammunition for their respective rotational training units. Use of specialty ammunition must be approved by G-3, NTC. All SOF ammunition requirements must be coordinated through G-3 Installation Ammunition Manager NLT D-120.**

**e. NTC Grid Equipment. The NTC maintains a large number of prepositioned vehicles and equipment which the BCT and SOF RTU may draw from. The purpose of this equipment is to make up for shortfalls in the RTU's MTOE and to save operational equipment from the wear and tear of rotation. If the SOF RTU elects to utilize equipment from the grid, it must be annotated on the SOF RTU 1060R and submitted to NTC SOF Plans during the D-180 conference at the BCT home station.**

**f. Units are responsible to coordinate for their MILES draw and installation. All personnel, vehicles, and rotary wing aviation must have MILES installed and operational throughout the rotation. Multiple Integrated Laser Engagement System equipment will be removed from weapons systems only for LFX which include FOF missions using Simunitions or ultimate training munitions (UTM).**

**g. Gunners Restraint System (GRS).** The SOF RTU must ensure that every tactical vehicle which has a crew served weapon turret in which the gunner is exposed is equipped with an approved GRS prior to any operations in the maneuver area at the NTC. Special operations forces units who bring their own tactical vehicles must procure their own USASOC-approved GRS prior to arrival at the NTC. Tactical vehicles drawn from the NTC in support of operations are equipped with the GRS.

**h. Spectrum Management.** The SOF RTU is responsible for Spectrum Management coordination with G-6, NTC. All frequencies must be requested through and/or deconflicted with the G-6. The SOF RTU must submit a draft DD Form 1494 (Application for Frequency Allocation) to NTC SOF Plans NLT D-180. The SOF RTU must finalize the DD FORM 1494 and submit it to G-6, NTC for approval NLT D-120.

#### **K-5. Infiltration Requirements**

The SOF RTU must conduct all infiltration/exfiltration methods in accordance with the service specific applicable regulations. Rotational training units must be current and rehearse all infiltration methods, except static line and military freefall operations, no more than 24 hours prior to execution of any LFX or FOF training. Any unit that desires to conduct a military freefall insertion must be Level one qualified prior to start of exercise. For optimal O/C coverage, SOTD can deploy the assigned O/C to the SOF RTU home station to participate in this training.

#### **K-6. United States Army Special Forces Training Outreach Program**

**a.** The Training Outreach Program (TOP) is a JRTC SOTD initiative to link lessons learned on the NTC/JRTC battlefield with a staff-training program. The program is a 3-day planning exercise for US Army Special Forces SOTF, AOBs/SOCCEs, and Detachments that focuses on the military decision making Process (MDMP). This allows the unit to run the SOTF through a final “systems” check and allow the O/Cs to provide feedback on the SOTF operations prior to the rotation.

**b.** The mission of the TOP is to provide a vehicle to enhance the tactical decision making skills of the SOTF, AOBs/SOCCEs, and the ODAs. It is usually conducted after the D-180 Initial Planning Conference. The O/Cs act as the JSOTF staff at the SOTF level and battalion staff at the ODA/Special Operations Team (Alpha) (SOTA) level. The SOTF receives one tasking order and the ODAs each receive an OPORD for planning purposes. The SOTF conducts mission planning, produces a mission folder, and presents a formal Staff Mission Brief to the OCs acting as the ODA. The ODA/SOTA will conduct mission planning and present a formal brief back to the OCs acting as the battalion commander and his

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staff. The goal is to prepare all elements of the battalion for demanding conditions of an NTC rotation.

### **K-7. National Training Center Support Requirements**

The following support is provided by the National Training Center ICW NTC SOF Plans to support SOF rotations. These requirements may fluctuate depending on specific rotational conditions.

**a. The JSOTF Operations Center (White Cell) workspace will consist of:**

(1) Minimum workstations required include: Cdr, SEA, J-2, J-3, J-4, Message Center, and other enablers as needed with DSN, secure internet protocol router (SIPR), and nonsecure internet protocol (NIPR) Local Area Network (LAN) access for each.

(2) Briefing/map area.

(3) Latrine.

**b. Approximately 40 SOF O/Cs and planners require billeting for the duration of SOF RTU rotation.**

**c. Logistical support. The SOF RTU coordinates all logistical requirements at the D-90 Logistics Conference. Army common support and logistics may be coordinated through a mutually supporting relationship with the rotational BCT while SOF-unique support and logistics must be coordinated ICW NTC SOF Plans and SOTD.**

**d. Special Operations Task Force (SOTF).**

(1) The SOTF Compound located in the RUBA is designed to prepare, launch, provide C4I2, and other operational and logistics support in deployed configuration Operations Center (OPCEN), Signal Center (SIGCEN), and Support Center (SPTCEN) (with ISOFAC) and recover deployed SOF units. If the SOF RTU elects to establish the SOTF off of Fort Irwin, it may do so at the unit's expense.

(2) Billeting for SOTF personnel.

**e. Advanced Operating Base/SOCCE.**

(1) The AOB is generally collocated with the rotational BCT to provide C4I and other operational and logistics support in deployed configuration (OPCEN, SIGCEN, and SPTCEN) for deployed SOF units. This includes NPIR and SIPR LAN access.

**(2) Billeting for AOB/SOCCE personnel.**

**f. Operational Detachment (Alpha).**

**(1) Dependent on SOF training objectives, up to six facilities (four on NTC, two at out-stations) to plan, prepare, execute and recover from Special Operations missions for 12-18 SOF personnel and a Foreign Internal Defense force of 20-40 personnel and all equipment. This will include NIPR and SIPR LAN access if collocated with a BCT unit.**

**(2) Billeting for the above-listed personnel.**

**K-8. Force Protection**

**a. The rotational unit should include a paragraph 6 in all unit OPORDS, warning orders, and FRAGOs entitled Force Protection, which includes specific safety requirements for the upcoming mission. This also may be accomplished by incorporating force protection into all appropriate paragraphs and annexes. Risk assessments should be updated as the mission changes. All rotational units will prepare a risk assessment for all operations. It is highly encouraged that SOF units have an assigned Unit Safety Officer as referenced in Appendix P, Safety, for additional safety requirements.**

**b. All units will prepare their base defense against a Level I threat. (See AR 525-13, Antiterrorism.)**

**APPENDIX L**

***Weather Support***

**L-1. General**

**Weather support for NTC training units is critical to operations and safety. This appendix establishes procedures and responsibilities for weather support to the NTC staff and rotational units.**

**L-2. Concept of Operations**

**Each rotational unit will determine their NTC weather support requirements and coordinate with their local SWO to establish appropriate weather support. When direct weather support is needed, each rotational unit will deploy a weather team (WETM). The deployed WETM will provide customer-oriented weather products. During rotations, the NTC weather flight will operate 24 hours a day and provide Meteorological Watch. However, NTC has no weather forecast abilities. All forecasts will come from the rotational unit weather detachment or the hub at Davis Monthan.**

**L-3. Responsibilities**

**a. The rotational unit will:**

**(1) Coordinate weather support requirements (including aviation weather support) and predeployment planning weather through their assigned SWO or through their next higher headquarters SWO.**

**(2) Deploy with a sufficient number of assigned weather personnel to meet operational requirements at all echelons of the rotation. When assigned WETMs are not available and direct weather support is required, units will request augmentation through their assigned SWO or through their next higher headquarters SWO.**

**(3) Provide WETMs all logistics support required to accomplish their mission.**

**(4) Provide necessary equipment and establish field communications so the deployed WETMs can receive weather information from distant sources and transmit weather information to all customers.**

**b. The rotational SWO will:**

**(1) Arrange for sufficient weather support to the rotational unit.**

(2) Coordinate weather support requirements between the rotational unit, WETM, and NTC weather flight. Coordinate their concept of weather support requirements and a Memorandum of Instruction (MOI) with the NTC SWO NLT 30 days prior to the beginning of the rotation.

(3) Provide predeployment planning weather to the rotational unit.

(4) Coordinate with a Weather Support System Cadre if tactical weather systems technical assistance is needed during predeployment or during the rotation.

**c. The rotational WETM will:**

(1) Provide all direct SWO, forecast, flight weather briefing, and observing support required by the rotational unit(s) in accordance with existing regulations and instructions.

(2) Deploy with tactical equipment necessary to provide the required weather support.

(3) Inform NTC weather flight and 25th operational weather squadron (OWS) at Davis-Monthan of any local weather hazards at the deployed site.

(4) Within 2 weeks after return to home station, provide an AAR to the NTC SWO, their next higher headquarters, and the FORSCOM SWO.

**d. The NTC weather flight will:**

(1) Provide all weather support required by the NTC staff IAW NTC Regulation 115-1.

(2) Provide an NTC MOI, any applicable SOPs, and climatological package to the rotational SWO NLT 30 days prior to deployment, but units will train with their SOPs from home station.

(3) Assist deployed WETM with technical guidance on southwestern U.S. weather regimes and local terrain effects.

(4) Issue and disseminate all weather warnings and advisories affecting the NTC range to the NTC staff and rotational WETM. (Watches, Warnings, and Advisories are issued by the 25th<sup>th</sup> OWS and disseminated through an automated phone system.)

(5) Work with the NTC staff if any communication link(s) between the NTC weather flight and the deployed unit become(s) nonoperational.

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**(6) Provide weather guidance and SWO support to the DTOC when assuming the role of a higher echelon WETM. Make available through the DTOC standard, noncustomer unique weather products to rotational units not assigned WETMs.**

**(7) When necessary, request additional manning through ACC channels for rotational support.**

## **APPENDIX M**

### ***National Training Center Leader Training Program***

#### **M-1. Purpose**

The purpose of LTP is to provide an enhanced training opportunity for commanders and staffs in preparation for future NTC rotations.

#### **M-2. Training Objectives**

The LTP is designed and resourced to simultaneously train a brigade staff, its subordinate task force/battalion staffs, and ground maneuver company commanders. The LTP training is based on the unit commander's training objectives. The training schedule is tailored to meet these training objectives. The LTP consists of core training objectives and optional electives which commanders may select based on their assessments. Core training objectives include the following:

- a. **Military Decision Making Process.**
- b. **Trend reversal classes identified by the Commander, Operations Group.**
- c. **Targeting (lethal and non-lethal).**
- d. **Battle Command.**

#### **M-3. Concept of Operation**

a. The LTP is an 8-day training program for units with a scheduled rotation in the next 60 to 90 days, including ARNG BCTs. Units conduct the LTP about 30 to 60 days prior to their scheduled rotation. Brigade and battalion commanders and staffs participate in the LTP task organized as they will be for their NTC rotation. Commanders are authorized to bring up to the following number of personnel: an IBCT-193, a HBCT-194, a SBCT-218, and an ACR-144. Tables M-1 through M-4 provide a recommended troop list by BCT type, but rotational commanders retain the right to decide who attends LTP up to the numbers given above.

b. The NTC Operations Group provides coaches to conduct LTP training, lead after action reviews, and coach commanders and staff officers.

c. Brigade commanders will provide staff and unit METL assessments NLT D-90 to Chief, LTP, who will then develop an LTP schedule for brigade commander approval.

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**d. During execution of LTP rotations, brigade and battalion staffs receive classroom and field instruction, conduct MDMP, conduct staff rides/terrain recons, conduct simulation exercises, and receive AARs as required. Company commanders receive classroom and field instruction, conduct terrain recons, and participate in the Joint Conflict and Tactical Simulation execution. All instruction and recons are mission-focused emphasizing horizontal and vertical coordination and synchronization.**

**e. Forces Command will approve any changes to the LTP schedule only after coordination with Corps Hq and/or NGB.**

### **M-4. Allocation of Training Periods**

**The NTC will conduct ten 8-day LTP sessions per year for units scheduled for NTC rotations. Forces Command will fund 8-day LTP sessions. Additionally, NTC can conduct one 3-day session per month/rotation for a total of up to ten per year. These 3-day sessions are at unit cost and are scheduled second in priority to 8-day sessions.**

### **M-5. Miscellaneous**

**a. Headquarters, FORSCOM, funds unit travel and TDY for one 8-day LTP per rotation.**

**b. Units participating in 3-day sessions are responsible for funding travel and TDY.**

**c. Headquarters, NTC, funds base operations:**

**(1) Equipment. The LTP participants provide their own CTA 50-901.**

**(2) Billeting. The NTC will provide billeting for up to authorized number of personnel at Fort Irwin IAW preceding paragraph M-3a of this regulation. Units must provide personnel data for all attendees to the LTP NCOIC NLT D-90. Separate requests to NTC billeting must be made to billet senior officers and NCOs if they do require separate quarters.**

**(3) Transportation. The NTC will provide bus transportation from Ontario or Las Vegas airport (for commercial flights) to Fort Irwin and return. Units using military air are required to use SCLA. Units must notify LTP of flight arrangements NLT 14 days prior to arrival. Additionally, three TMP vans/sedans will be provided to unit personnel for local transportation on Fort Irwin. The NTC HMMWVs will be used to transport personnel to conduct staff rides/recons. Unit will ensure at least ten personnel participating in LTP have a valid military drivers license for HMMWVs/ vans/sedans. Licensing will be IAW AR 385-55 and AR 600-55 including defensive driving course training or an accident avoidance course.**

**(4) Unit personnel may use one of the dining facilities on Fort Irwin. Personnel who want to use the post dining facilities should be issued field meal cards for LTP training.**

**M-6. Uniforms**

**The uniform for LTP training is the ACUs with appropriate field gear, including eye protection for staff rides/recons.**

**M-7. Scheduling**

**Units requesting a 3-day LTP session must coordinate with their ST headquarters. The ARNG units must coordinate with NGB. Forces Command schedules 8-day LTP sessions for units that are scheduled for NTC rotations as part of the CTC scheduling process.**

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TABLE M-1 (IBCT)

BCT Level	3 X Bn (Inf, RSTA)	Fires Bn	BSTB	BSB	Avn Bn TF
Cdr	Cdr	Cdr	Cdr	Cdr	Cdr
DCO	CSM	CSM	CSM	CSM	CSM
CSM	XO	XO	XO	XO	XO
XO	S-1	S-1	S-1	SPO	S-1
S-1	S-2	S-2	S-2	S-1	S-2
S-1 NCO	Tactical Intel Off	Targeting Officer	S-3	S-2	AS-2
S-2	Sr Intel Analyst	Intel NCO	Asst S-3	S-3	Intel Analyst
Asst S-2	S-3	S-3	S-3 Ops NCO	Ops NCO	S-3
S-2X Tm Ch	Asst S-3 X 2	Ops Off	S-4	S-4	Asst S-3 X 2
Intel Tech	Ops SGM	Bn FDO	FS NCO	S-6	S-3 Avn
HUMINT Cell Tech	Ops NCO	Ops NCO	NBC Recon Plt	Medical Ops Off	Master Gunner
S-3	S-4	S-4	TUAS Plt	Contract Mgt Off	TAC OPS
Asst S-3	S-6	S-6	MP Plt	Chaplain	Ops SGM
S-3 Plans Officer X 2	Medical Plt	RADAR Plt	Sig Co Cdr		S-4
S-3 Ops SGM	Chem Off	Medical Plt	MI Co Cdr		S-6
Mnvr Spt Ops SGM	ABCS Operator X 3	ABCS Operator X 2	ABCS Operator X 2		ABCS Operator X 2
Ops NCO	FSO	Chem Off	Chaplain		FSO
S-4	FS NCO	Chaplain	En Co Cdr		FS NCO
S-6	Chaplain				LNO
Info Ops Off	TPT Ldr				Chaplain
Civ Affairs Off	CAT-A Ldr				
FSCoord					
FS Ops SGT					
Targeting Off					
ALO					
Bde Avn Off					
ADAM Cell Coord Off					
ADAM C2 System Int					
Chem Off					
Bde Eng					
SJA					
Chaplain					
Field Surgeon					
Medical Ops Off					
PMO					
PAO					
LNO					
PSYOPS Tm Cdr					
PSYOPS NCO					
CAT B Rep/Cdr					
OD Co (EOD) Cdr					
EWO					
ABCS Opr X 2					
EAB Sust Hq Cdr					

TABLE M-2 (HBCT)

BCT Level	3 X Bn (CAB, RSTA)	Fires Bn	BSTB	BSB	Avn Bn TF
Cdr	Cdr	Cdr	Cdr	Cdr	Cdr
DCO	CSM	CSM	CSM	CSM	CSM
CSM	XO	XO	XO	XO	XO
XO	S-1	S-1	S-1	SPO	S-1
S-1	S-2	S-2	S-2	S-1	S-2
S-1 NCO	Tactical IntelOff	Targeting Officer	S-3	S-2	AS-2
S-2	Sr Intel Analyst	Intel NCO	Asst S-3	S-3	Intel Analyst
Asst S-2	S-3	S-3	S-3 Ops NCO	Ops NCO	S-3
S-2X Tm Ch	Asst S-3 X 2	Ops Off	S-4	S-4	Asst S-3 X 2
Intel Tech	Ops SGM	Bn FDO	FS NCO	S-6	S-3 Avn
HUMINT Cell Tech	Ops NCO	Ops NCO	NBC Recon Plt	Medical Ops Off	Master Gunner
S-3	S-4	S-4	TUAS Plt	Contract Mgt Off	TACOPS
Asst S-3	S-6	S-6	MP Plt	Chaplain	Ops SGM
S-3 Plans Officer X2	Engr Co Cdr (CABs only)	RADAR Plt	Sig Co Cdr		S-4
S-3 Ops SGM	Chem Off	Medical Plt	MI Co Cdr		S-6
Mnvr Spt Ops SGM	ABCS Operator X 3	ABCS Operator X2	ABCS Operator X2		ABCS Operator X2
Ops NCO	FSO	Chem Off	Chaplain		FSO
S-4	FS NCO	Chaplain			FS NCO
S-6	Chaplain				LNO
Info Ops Off	Medical Plt				Chaplain
Civ Affairs Off	CAT-A Ldr				
FS COORD	TPT Ldr				
FS Ops SGT					
Targeting Off					
ALO					
Bde Avn Off					
ADAM Cell Coord Off					
ADAM C2 System Int					
Chem Off					
Bde Eng					
SJA					
Chaplain					
Field Surgeon					
Medical Ops Off					
PMO					
PAO					
LNO					
PSYOPS Tm Cdr					
PSYOPS NCO					
CAT B Rep/Cdr					
OD Co (EOD) Cdr					
EWO					
ABCS Opr X 2					
EAB Sust Hq Cdr					

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TABLE M-3 (SBCT)

BCT Level	4 X Bn (IN, RSTA)	Fires Bn	BSTB	BSB	Avn Bn TF
Cdr	Cdr	Cdr	Cdr	Cdr	Cdr
DCO	CSM	CSM	CSM	CSM	CSM
CSM	XO	XO	XO	XO	XO
XO	S-1	S-1	S-1	SPO	S-1
S-1	S-2	S-2	S-2	S-1	S-2
S-1 NCO	Tactical Intel Off	Targeting Off	S-3	S-2	AS-2
S-2	Sr Intel Analyst	Intel NCO	Asst S-3	S-3	Intel Analyst
Asst S-2	S-3	S-3	S-3 Ops NCO	Ops NCO	S-3
S-2 Tm Ch	Asst S-3 X 2	Ops Off	S-4	S-4	Asst S-3 X 2
Intel Tech	Ops SGM	Bn FDO	FS NCO	S-6	S-3 Avn
HUMINT Cell Tech	Ops NCO	Ops NCO	NBC Recon Plt	Medical Ops Off	Master Gunner
S-3	S-4	S-4	TUAS Plt	Contract Mgt Off	TACOPS
Asst S-3	S-6	S-6	MP Plt	Chaplain	Ops SGM
Plans Off X 2	FSO	RADAR Plt	Sig Co Cdr		S-4
S-3 Ops SGM	FS NCO	Medical Plt	MI Co Cdr		S-6
Mnvr Spt Ops SGM	ABCS Operator X 3	ABCS Operator X 2	ABCS Operator X 2		ABCS Operator X 2
Ops NCO	Chem Off	Chem Off	Chaplain		FSO
S-4	Medical Plt	Chaplain			FS NCO
S-6	Chaplain				LNO
Info Ops Off	TPT Ldr				Chaplain
Civ Affairs Off	CAT-A Ldr				
FSCOORD					
FS Ops SGT					
Targeting Off					
ALO					
Bde Avn Off					
ADAM Cell Coord Off					
ADAM C2 System Int					
Chem Off					
Bde Eng					
SJA					
Chaplain					
Field Surgeon					
Medical Ops Off					
PMO					
PAO					
LNO					
PSYOPS Tm Cdr					
PSYOPS NCO					
CAT B Rep/Cdr					
OD Co (EOD) Cdr					
EWO					
ABCS Opr X 2					
EAB Sust Hq Cdr					
MGS Co Cdr					
Engr Co Cdr					

TABLE M-4 (ACR)

BCT Level	3 X Sqdn	SPT Sqdn	Avn Sqdn
Cdr	Cdr	Cdr	Cdr
CSM	CSM	CSM	CSM
XO	XO	XO	XO
S-1	S-1	S-1	S-1
S-1 NCO	S-2	S-2	S-2
S-2	Tactical Intel Off	S-3	AS-2
Asst S-2	Sr Intel Analyst	Mobility Off	Intel Analyst
S-2 NCO	S-3	S-3 Ops NCO	S-3
S-3	Asst S-3	S-4	Asst S-3
Asst S-3 X 2	Ops SGM	Mat Mgt Off	S-3 Avn
A-3 Air	Ops NCO	Chaplain	Master Gunner
S-3 Ops SGM	S-4	Field Surgeon	TACOPS
Ops NCO	S-6	Medical Plt	Ops SGM
S-4	FSO	ABCS Operator X 3	S-4
Asst S4	FS NCO		S-6
S-6	ABCS Operator X 3		ABCS Operator X 2
Civ Affairs Off	Chem Off		FSO
FSCOORD	Medical Plt		FS NCO
FS Ops SGT	Chaplain		LNO
Targeting Off	TPT Ldr		Chaplain
ALO	CAT-A Ldr		
ADAM Cell Coord Off			
ADAM C2 System Int			
SJA			
Deputy SJA			
PAO			
Chaplain			
Engr Co Cdr			
Chem Co Cdr			
MI Co			
PSYOPS Tm Cdr			
PSYOPS NCO			
CAT B Rep/Cdr			
OD Co (EOD) Cdr			
EWO			
ABCS Opr X 2			
EAB Sust Hq Cdr			

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### **APPENDIX N** ***Visitor Procedures***

#### **N-1. General**

**Visits to the NTC are controlled events. The NTC will not allow uncoordinated visits to the training center. Requests for visits will be submitted IAW paragraph 4-7 of the regulation.**

#### **N-2. Standard Visit Components**

**a. The following standard briefings are available to visitors upon request:**

- (1) National Training Center and Fort Irwin Command Briefing (1 hour).**
- (2) Scenario Briefing and Update (30 min).**
- (3) Fort Irwin aerial tour (40 min). Based on aircraft availability.**
- (4) Multiple Integrated Laser Engagement System Equipment Brief (30 min).**
- (5) After Action Reviews (2 hours). Based on CG approval and rotation AAR schedule.**
- (6) Opposing force Briefing (30 min). Requires CG approval during rotation.**
- (7) Live-fire Brief (35 min).**
- (8) Leaders Training Program Briefing (45 min).**
- (9) Fort Irwin military operations on urbanized terrain Site Brief and Tour (45 min).**
- (10) Instrumentation System Brief and Tour (30 min).**

**b. National Training Center visits are normally limited to 24-36 hours, which allows adequate time to become familiar with and observe activities at the NTC. Visits to the battle area are normally limited to 6-8 hours.**

#### **N-3. Administrative Instructions**

**a. National Training Center Protocol will make all billeting reservations for colonel and above visiting the NTC, including those visiting the rotational units.**

**Rotational unit personnel participating in or supporting the rotation are required to stay in billets provided to the unit by the NTC.**

**b. National Training Center Protocol will provide transportation and an escort for anyone designated a Distinguished Visitor, except for rotational unit DVs. The Division Rear Protocol Cell will provide all rotational unit visitor support during the visit.**

**N-4. Limitations**

**a. No one is allowed to visit an objective or a rotational unit without first obtaining permission from the NTC Commander. Visitors are not allowed unescorted access to any maneuver exercise area. Any visitor who violates this rule will be asked to leave Fort Irwin immediately.**

**b. The NTC is not resourced to handle large groups of visitors (eight or more) and no more than two groups of seven at one time. Visitors will be prioritized IAW paragraph 4-7 of this regulation.**

**c. Rotational unit:**

**(1) Unit Division LNO cell will contact NTC Protocol upon arrival at the NTC and provide as a minimum the following information:**

**(a) Projected visit dates for the Division Commander and/or Assistant Division Commander.**

**(b) Name, rank, and projected visit dates for other unit guests.**

**(2) Units will designate an officer from the division rear at NTC to act as the unit Protocol Officer and coordinate all unit visitor actions.**

**(3) Units must plan to pick up their DVs at the airport and provide both tactical and nontactical vehicles for their transportation. Special requests for aerial tours or other transportation requirements will be handled on a case-by-case basis.**

**(4) Rotational units' General Officers are invited to attend the 1600 daily updates and the brigade AARs.**

**(5) The Division Rear Protocol Cell must be manned and equipped to handle four simultaneous visitor groups a day.**

**d. Equipment requirements.**

**(1) The uniform for the NTC is field uniform with the appropriate cold or wet weather additions as required for personal comfort.**

**(2) The uniform in the maneuver area is field uniform with LBE, soft cap, and face camouflage painted.**

**(3) The uniform for LFX visits is field uniform with LBE and Kevlar helmet. The NTC commander must approve all LFX visits.**

**(4) While operating in tactical vehicles within the maneuver area, a Kevlar helmet is required by all participants.**

**APPENDIX O**  
***Public Affairs***

**O-1. General**

**a. The Fort Irwin Public Affairs Office (PAO):**

**(1) Serves as the NTC PAO and coordinates NTC Public Affairs (PA) activities.**

**(2) Assists training unit and visiting PAOs from other organizations within capabilities.**

**(3) Establishes ground rules for all visiting PAOs and news media representatives.**

**(4) Establishes a PA plan for the conduct of NTC PA activities.**

**(5) Submits annual request through OPS GRP to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, Fort McPherson for RC PAD support for each rotation.**

**(6) Develops and implements MOB training for rotational units and PADs.**

**b. Training unit PAO:**

**(1) Provides PA personnel on site at Fort Irwin or other designated NTC training areas to conduct unit's PA activities.**

**(2) Conduct Command Information and Media Relations programs as applicable or required while at the NTC. Training unit must coordinate with NTC PAO when community relations support is needed in the Fort Irwin area.**

**(3) Respond to PA requirements as coordinated and requested by the Fort Irwin PAO.**

**(4) Designate a PA POC NLT D-60. The PA POC will report to the NTC PAO (Bldg 411, phone 863-2714) upon arrival and will maintain contact with the NTC PAO throughout the training period.**

**(5) Participate in MOB training activities including: responding to requests for media visits, conducting media interviews and briefings by unit commander and staff, and assisting the NTC PAO in coordinating MOB activities.**

**c. Active Component and RC PADs and mobile public affairs detachments participate in MOB training including:**

**(1) Escorting and assisting media during MOB scenarios.**

**(2) Documenting MOB training with video and still photography for AARs.**

**(3) Producing print, photographic, and broadcast stories on training units and the NTC suitable for release to civilian and military media outlets. The NTC is the release authority.**

**(4) Role-playing civilian media during MOB scenarios.**

## **O-2. Guidance**

**a. Unit PAOs must sustain their own operations. The NTC PAO can provide only limited assistance.**

**b. Command information.**

**(1) Unit PAOs can send military or civilian journalists and photographers with each rotation to gather information and prepare releases for internal outlets.**

**(2) Unit PAOs must coordinate with the NTC PAO before releasing material to any organization other than their own internal assets.**

**(3) The NTC PAO will provide limited assistance to visiting military journalists. The NTC PAO can provide limited access to work space, computers, and telephone communications; facilitate e-mail transmission of print and photo products; provide information on billeting and messing and help with United States Postal Service. The NTC PAO can also arrange for Federal Express delivery at the unit's expense. Requests for additional support must be coordinated prior to the start of the rotation.**

**(4) Units can publish and distribute unit newspapers or newsletters during their rotation using internal resources.**

**(5) Local procurement for production of unit publications is available if funded by the unit. Units must coordinate with their home station contracting office, which will contract directly with the publishing vendor. The NTC and Fort Irwin PAO will provide information on available vendors in the area.**

**c. Media relations.**

**(1) Final approval authority for all media visits, whether local, regional, or national, rests with the NTC Commander.**

(a) Media representatives from the Fort Irwin area are resourced and hosted by the NTC PAO.

(b) Units may host home station local media representatives during their rotation using unit resources. Because of the limited resources available, unit PAOs should not plan on NTC PAO assets being allocated for the processing and support of the unit's local news media representatives.

(c) All requests by national news media representatives to visit the NTC will be coordinated through the FORSCOM and DA public affairs offices.

(2) Escorts. All news media representatives attending NTC training activities will be escorted. Escorts may be either PAO personnel or designated officers and NCOs from the NTC or the training unit staff.

(a) The NTC PAO will escort local news media representatives from the Fort Irwin area.

(b) Unit personnel will escort home station media representatives hosted by training units.

(c) Escorts for national or regional news media coordinated with FORSCOM and DA and approved by the NTC Commander.

(3) Flights on military aircraft. News media representatives are authorized to fly on military aircraft on a space available basis or on specially designated missions when approved by the NTC Commander.

(a) All requests for news media representatives to fly on NTC aircraft will be forwarded through the Fort Irwin PAO to the Commander, NTC, for approval.

(b) The training unit commander is the approval authority for flights on aircraft controlled by training units. The PAO personnel traveling with the training unit will coordinate arrangements prior to departure from home station.

(4) Accidents. The NTC PAO is the designated spokesman and releasing authority for accident information for major training accidents that occur on the Fort Irwin reservation, at off-post training sites, on private or public property, or on military property where there is no PAO.

(a) For NTC-related training accidents that occur at other major military installations where there is a PAO, the nearest installation PAO will provide the designated spokesman, and the NTC PAO will provide assistance as requested.

(b) When accidents involve Soldiers from the training unit, the unit PAO will assist the NTC PAO and provide pertinent information for preparing news

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**releases and public statements. Prior to releasing any information directly to the news media, the unit PAO will coordinate with the NTC PAO, who is the official spokesperson for information about the accident.**

**(c) The NTC PAO or the nearest major installation PAO will coordinate PA activities and serve as the official spokesperson for accidents involving United States Air Force (USAF) aircraft participating in NTC training until the USAF crash team arrives on the scene.**

### **d. Community relations.**

**(1) The NTC PAO does not delegate local community relations functions to the training unit. Any contact with civilians or local authorities should be reported through the chain of command to the PAO.**

**(2) These incidents include, but are not limited to: accidents, incidents, and complaints. The NTC PAO will work to resolve complaints of noise, property damage, or maneuver damage.**

**APPENDIX P**  
**Safety**

**P-1. General**

**a. Commanders will complete a written composite risk assessment and composite risk management worksheet for each operation. Commanders will integrate composite risk management into all aspects of training conducted at the National Training Center and Fort Irwin IAW FM 5-19, Composite Risk Management. Commanders will provide a written composite risk assessment to the Commanding General of the NTC prior to D-7 for the rotational training exercise. Operations orders from brigade level down to squad level will include "Safety" provisions and "Composite Risk Management" paragraphs covering light data, weather, terrain, and other hazards identified in appropriate risk assessments.**

**b. All supervisors and leaders involved in training at the NTC will incorporate the tenants of the Army Composite Risk Management Process. Leaders and supervisors are responsible for all aspects of safety involving their Soldiers and equipment. Personnel deployed to the NTC will adhere to the applicable provisions of NTC Regulation 350-3 (Training - NTC and Fort Irwin Ranges and Training Areas), NTC Regulation 385-10 (Safety - NTC Safety Program), NTC Regulation 385-95 (Safety - NTC Aviation Accident Prevention Program), and the EXOP when conducting training exercises. These regulations will be available upon initial contact of the unit with the NTC Safety Office and the NTC Aviation Safety Office (NLT D-90).**

**c. Any training activity with a residual risk of high or extremely high requires the authorization of the rotational unit's Senior Trainer and the NTC Commander prior to execution. If an action will result in a known or unacceptable risk, measures will be taken to mitigate it. If the risk cannot be mitigated to an acceptable level, the action should not be executed without authority and acceptance from the next command level.**

**P-2. Rotational Unit Responsibilities**

**a. Rotation commanders will:**

**(1) Appoint a U.S. Combat Readiness Center Aviation Safety Officer (ASO) for Aviation Task Forces (ATF) regardless of size or composition if deployed as part of the rotational training exercise NLT D-90 days and provide the information to the NTC ASO.**

**(2) Ensure all ATF aircraft operators attend the G-3 Avn Safety Brief provided by the Bicycle Lake Army Airfield (BLAAF) Manager, BLAAF ASO, or the NTC ASO prior to operating aircraft within the NTC training area. Briefings are**

available Monday through Friday in the classroom of Building 6201 as needed. Contact the BLAAF Manager, BLAAF ASO, or the NTC ASO to schedule the briefing times prior to arrival. At a minimum, all pilots who will operate aircraft at the NTC are required to attend; all aircrew members are encouraged to attend.

(3) Because of the inherent risk of training at the NTC, parent unit commanders will appoint two GS-0018 Series Ground Safety Specialists on the journeyman level and occupational safety and health specialist or officers (CPT/0-3 or above) with appropriate tactical, ammunition, and range safety training. One will be the Rotational Safety Officer (RSO), and the other will be the Brigade Combat Team Safety Officer. The Unit Safety Office (USO) will contact the NTC Safety Office no later than D-60 days for initial coordination. The USO will arrive with the advance party to ensure composite risk management is integrated from the time the unit arrives at the NTC. The unit RSO should arrive with the advance party and must remain through the beginning redeployment date. The BCT Safety Officer should attend the LTP, participate in the MDMP, and attend the Range Safety Briefing with the unit.

(4) In the event only one GS-0018 Series Ground Safety Specialist on the journeyman level and occupational safety and health specialist, or officer (CPT/0-3 or above) rotates with the unit that individual will wear two hats, i.e., BCT/RSO and report directly to the OPS GRP Safety during the 14-day training period. He will additionally ensure reports are being sent to the G-3 Safety Office.

(5) Rotational unit commanders will appoint a USO as specified in paragraph P-7 (Radiation Safety). The USO may or may not be one of the appointed safety officers based upon qualifications and training.

a. Fort Irwin and NTC Post Safety Office will provide space for the Safety Officers assigned ground safety activities. Unit Safety Officers will coordinate safety activities with the post safety director and other safeties on the installation to include but not limited to Operations Group, 11th ACR, and 916th Spt Bde.

b. The USOs are not “players” during the rotation. They are assigned as staff officers to monitor the safety and health of Soldiers during training activities and liaison effectively with critical NTC and Fort Irwin elements within the cantonment area. They should be on TDY orders to the NTC and Fort Irwin and provided lodging comparable to that provided for civil service and other Department of Defense (DOD) personnel assigned TDY to Fort Irwin.

c. Unit Safety Officers must arrange for a rental vehicle or reserve a TMP vehicle through the rotational unit’s transportation officer prior to arrival at the NTC and Fort Irwin. This vehicle is necessary for transportation within cantonment where tactical vehicles are prohibited, transportation to the Yermo Railhead, transportation to Southern California International Airport, and for

emergency transportation to hospitals outside the NTC and Fort Irwin. The NTC Post Safety Office does not provide this transportation.

d. Unit Safety Officers must have a tactical vehicle with FM radio(s) and driver when required for exclusive use during the rotation. Qualifications of the USO/driver will include map reading, utilization of global positioning device (Government or commercial), communications discipline, NVG, blackout drive, driving in low visibility (dust conditions), driving over rough terrain, and an understanding of specific PMCS requirements for the vehicle in use. The USO and/or driver must have night vision goggles to enter the maneuver area during night operations.

e. Civilian safety specialists serving as USOs will wear military uniforms when inside the maneuver area during the rotational training cycle when uniforms are required per the ROE. Wearing of helmets is mandatory when operating tactical vehicles, and approved protective vests and helmets will be worn during live-fire exercises in areas designated by the ROE or other NTC regulatory provisions. In certain instances during regeneration and RSO&I weeks, the USO/BCT may have to wear approved hard hats, i.e., when overhead hazards exist. The USOs may utilize nonmilitary type baseball caps designating "Safety" (earth tone colors preferred with green lettering) when the use of helmets is not mandated. In lieu of military uniforms and to increase the visibility and effectiveness of the USOs, the unit commander may authorize USOs to wear tan coveralls or tan shirt and trousers, tan work boots (steel toe preferred), and/or tan coat at the NTC and Fort Irwin. Kevlar helmets and ballistic vests are still required when mandated by the ROE.

f. The USOs are required to attend the Range Safety Briefing usually scheduled for RSO&I-2 and receive a Range Safety Card from G-3 Range Support prior to entry into the maneuver training areas. Range safety officers will also attend the Commanders Safety Brief on RSO&I-2.

g. The USOs entering the maneuver training areas must have a radio, cell phone (if assigned), adequate drinking water (24-hour supply), first aid kit, GPS receiver, and an installation map.

h. Unit Safety Officers and ATF ASO's must contact their S-6 to ensure they have NIPR access. Unit Safety Officers will not be furnished a computer by the NTC to accomplish this requirement.

**Note:** Separate units below battalion strength, not under operational control, or attached to the rotational brigade will have their unit safety officer coordinate with the NTC and Fort Irwin Post Safety Office 60 days prior to deployment, upon arrival, and prior to departure.

**P-3. National Training Center Responsibilities**

**a. The NTC Safety Office will provide the RSOs the following during the rotation:**

**(1) Office space.**

**(2) Wall locker.**

**(3) Desktop computer and printer with Email capability.**

**(4) General office supplies.**

**(5) Beeper and/or handheld radio.**

**(6) Accident investigation kit.**

**(7) Protective vest.**

**(8) Accident and incident reports (EOC, environmental, range safety, and other pertinent information to include UXO and spill reports).**

**(9) Lab analysis for ionizing radiation mishaps (wipe samples) from the Tank-Automotive and Armament Command (TACOM) Rock Island Laboratory.**

**(10) Bioassays for radiation mishaps.**

**(11) Accident kit for radiation mishaps to include bags, gloves; wipe sample material, detection instrumentation, and other necessary personal protective equipment and supplies.**

**(12) Rotational safety and health information is provided at <http://www.irwin.army.mil/HQNTC/Staff/G-3>.**

**b. Unit Safety Officers will deploy with the following equipment.**

**(1) Digital Camera with computer download capability.**

**(2) Binoculars.**

**(3) Night vision goggles (training required).**

**(4) Flashlight with batteries.**

**P-4. Home station Safety Training for Rotational Units**

**a. Commanders will ensure Soldiers deployed to the NTC and Fort Irwin receive adequate safety and health training prior to arrival to include the following as a minimum.**

**(1) Familiarization with the Army Composite Risk Management Program IAW Field Manual 5-19. Safety and Composite Risk Management will be integrated into all aspects of preparation for and training at the NTC.**

**(2) Safety regarding the utilization of Pyrotechnics and the hazards of UXO. Soldiers should review videotape 709919, "Danger UXO," and 707508 "Pyrotechnics Beware," or their equivalent prior to arrival at the NTC. Soldiers will be trained or briefed at home station on the safe use of UTM man-marking ammunition. Prior to man-marker "Non-Lethal Training Ammunition" exercises to include issue and proper wear of approved personal protective equipment. Whenever handling UTM man-marking firearms, eye, face, and throat protection is mandatory. Soldiers must be familiar with "no dig areas" in the NTC and safety precautions regarding digging operations at the NTC prior to entry into the maneuver training area. Leaders should be aware of the NTC "Dig Permit" process, which can take up to 2 business days to walk through, and a "Dig Warning Unit" installed on the excavation equipment. Soldiers will be advised never to touch anything on the ground in the training area that they cannot positively identify as not having an explosive hazard.**

**(3) Review field sanitation procedures. Conduct training and exercise field sanitation at all levels prior to and during NTC rotations.**

**(4) Rollover and tactical vehicle fire drills (to include the inspection and training on the use of portable fire extinguishers) prior to arrival at the NTC and prior to entry into the maneuver area at the NTC during the rotational training cycle.**

**(5) Soldiers must be briefed and familiar with the environment and archaeological restrictions applicable at the NTC to include precautions regarding the desert tortoise, an endangered species, prior to entry into the maneuver training area. Soldiers need to be briefed regarding off-limit areas, restricted areas, and no dig areas.**

**(6) Proper training on the safe construction and utilization of survivability and/or fighting positions prior to arrival at the NTC. The collapse of survivability positions is a serious hazard, and safety briefings should emphasize prevention of these mishaps.**

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**(7) Training on the hazards of carbon monoxide poisoning and the use of tent heaters. Commanders will ensure that only authorized tent heaters are utilized at the NTC.**

**(8) Soldiers will be briefed on the requirements for the identification, marking, and filling in of tactical vehicle fighting positions prior to entry into the maneuver training areas.**

**(9) Emergency medical evacuation procedures and the actions to take during a serious mishap to include preservation of the accident site for accident investigation purposes.**

**(10) Hazards of striking electrical and communication lines with gun tubes, crane booms, and other equipment within the cantonment area at the NTC. No Soldier will operate a Government or commercially-leased crane at the NTC without mandatory training and licensing per regulations.**

**(11) Hazards of flash floods at the NTC and the necessary precaution regarding the avoidance of low areas and wadis during flooding.**

**(12) Convoy operations to include no-light/blackout drive and rear-end collision prevention.**

**(13) Night Vision Device/NVG training to include blackout drive, convoy operations, light data requirements, tactical environment and operator level maintenance.**

**(14) Operations in reduced visibility (i.e., night, dust, and smoke).**

**(15) Operations on steep terrain to include vehicle restrictions.**

**(16) Load plans and the hazards of unsecured equipment and cornering with high loads.**

**(17) At the NTC there are MOUT sites, newly constructed National Urban Warfare Center, tunnels and caves, and other training systems. A risk assessment signed by the unit commander will be developed prior to utilizing these assets.**

**(18) Aviation Task Forces should have all crew members trained in an applicable Desert/Mountain program of instruction prior to arrival. Familiarization and certification of these techniques will be accomplished upon arrival at the NTC during RSO&I week by all crewmembers who will perform aviation duties during the rotation.**

**P-5. Unit Safety Officer**

The USO's primary duties are to serve as a staff function safety specialist to his command group and liaison effectively with key NTC elements. Duties will include monitoring risk management integration into unit training activities, obtaining mishap information, conducting accident investigations as required, surveying key training areas, making on-the-spot corrections, and advising the command group on safety and health issues. The USO will:

a. Contact the NTC and Fort Irwin Safety Office when first receiving the rotational safety officer assignment by his command. The USO should make contact with the previous rotational USOs, the U.S. Army Combat Readiness/Safety Center, the Tactical Safety Specialist at FORSCOM Safety Office, Operations Group Safety Officer at the NTC, and the Tactical Safety Officer for the NTC Post Safety Office.

b. Coordinate any off-post communication regarding serious incidents or mishaps with his command group and the NTC Post Safety Director, the NTC EOC, and the NTC Command Group. No Class A or B mishap information to the U.S. Army Combat Readiness/Safety Center and the FORSCOM Safety Office information shall be sent off post by the RSO utilizing any type of communication device until the NTC Post Safety Office and/or NTC EOC notify the NTC Command Group. This will ensure proper coordination and accuracy in accident reporting procedures. The EOC will distribute the five "W's" (who, what, when, where, and why) in a timely manner when the accident information becomes available.

c. Contact the NTC and Fort Irwin Post Safety Office NLT 90 days prior to deployment to receive initial information and to ensure all requirements are met. The ATF USOs must also contact the NTC Aviation Safety Office. The USO should make contact with the previous rotational USOs, U.S. Army Combat Readiness/Safety Center, the tactical safety specialists at the FORSCOM Safety Office, and the NTC Post Safety Office up front and early to aid in rotational safety planning and risk management. Paragraph P-5b applies to the ATF RSO in addition to ensuring the RSO is in the communication channel.

d. Inprocess and clear through the NTC and Fort Irwin Post Safety Office. The ATF USOs will be inprocessed and cleared through the NTC aviation safety office.

e. Maintain a log of all reportable and recordable mishaps involving rotational unit Soldiers and operations as directed by the NTC and Fort Irwin Post Safety Director. This log should be updated daily as time permits. The USO will obtain the rotational medical log daily to assist in completing this report. This information is mandatory for appropriate mishap trend analysis and countermeasure development at the NTC and Fort Irwin. A copy of this log will be

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provided to the NTC and Fort Irwin Post Safety Offices and the NTC ASO prior to the departure of the USO back to home station.

**f. The USO will advise commanders that private photos of accident scenes will not be allowed, and film or photo-taking devices will be confiscated if deemed appropriate. Advise the NTC Safety Office of reportable mishaps of interest, especially those involving tactical vehicles such as collisions and rollovers through their chain of command and immediately notify the EOC.**

**g. Coordinate the appointment of accident investigation boards IAW AR 385-40, and coordinate office space and other board requirements with the NTC and Fort Irwin Post Safety Office.**

**h. Ensure that all required preliminary information is obtained to complete and submit DA Form 285 IAW AR 385-10 and DA Pam 385-40.**

**i. Attend daily or as requested coordination meetings established by the NTC and Fort Irwin Post Safety Director that are typically attended by the Operations Group (FORSCOM) safety specialist and the 11th ACR (OPFOR) safety specialist.**

**j. Conduct safety surveys and inform the command group of both unfavorable and favorable safety trends in the following areas:**

**(1) Yermo Railhead operations.**

**(2) Draw Yard operations.**

**(3) Dustbowl activities.**

**(4) Field training operations (emphasize hazardous material handling including fuel and ammunition handling) and BSA activities.**

**(5) Convoy operations.**

**(6) Live-fire operations.**

**(7) Aircraft ground safety to include refueling.**

**(8) Daily checks at the Dustbowl Aid Station and Rotational EOC.**

**k. During rotational training, the DTOC will provide timely roll-ups starting on RSO&I-1 thru TD 14. The roll-up will be submitted to NTC G-3 daily on the provided accident reporting form for all accidents, incidents, and serious incident report.**

**P-6. Laser Safety**

Only eye safe lasers will be used during FOF portion of the training to protect personnel from ocular sight damage from beam irradiance or radiant exposure. Those rotational units wanting to utilize lasers higher than a Class III must first obtain approval from Range Control Safety and the Installation Radiation Safety officer. The unit will be responsible for writing and implementing a Safety SOP and providing laser-safe optic protection for those individuals who may be affected by this class of laser training.

**NOTE:** The MILES is an eye-safe system and is not considered hazardous under training conditions at the NTC and Fort Irwin. Unfiltered lasing during live-fire is permitted; however, the commander must ensure there is no ground or aviation lasing when exposed personnel are not adequately protected. Lasing at other than approved targets is prohibited.

**P-7. Radiation Safety**

a. Pursuant to DA Pam 385-24, The Army Radiation Safety Program, the rotational unit commanders will designate in writing a USO to maintain control of radioactive items while training at the NTC. This individual may be the assigned RSO. The USO will provide consultation and advice on the degree of hazards associated with ionized radiation and the effectiveness of measures utilized to control these hazards.

b. The USO will report all radiation incidents to include loss of control, destruction, and damage to equipment containing radioactive material and possible radioactive contamination to the NTC Installation Radiation Protection Officer (IRPO). The USO must have knowledge of and comply with appropriate radiation safety provisions.

c. The movement of military equipment containing radioactive material to the NTC for training exercises is exempt from the shipping requirements as specified in 49 Code of Federal Regulations.

d. A memorandum on Rotational Radioactive Material Movement (Figure P-1) must be completed for all movement of radioactive material, signed by the unit commander, and forwarded to the NTC and Fort Irwin Post Safety Director. An inventory of radioactive material must be provided to the transportation carrier and will be inventoried and checked for condition upon arrival by personnel knowledgeable of the types of radioactive materials in the equipment and familiar with the associated hazards and emergency procedures to follow in the event of an incident.

e. Any engineer unit shipping MC-1, Moisture Density Testers, must contact their IRPO, the FORSCOM Radiation Protection Officer, and the Tank and

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**Automotive Command item manager to ensure that the special handling instructions for the MC-1 are complied with and that transport vehicles and railcar monitoring surveys are conducted prior to loading and before unloading this item.**

**f. The unit commander and USO are directly responsible to ensure that proper control and accountability procedures are implemented and followed to maintain strict control and prevent loss or damage to radioactive items while at the NTC. Any loss of control or damage will be reported to the NTC and Fort Irwin Safety Director as soon as reasonably possible. The unit commander and USO will ensure that all units are trained in proper radiation accident procedures to minimize exposure to personnel and equipment and proper mishap response procedures. Units that incur radiation contamination incidents will be responsible for decontamination and clean-up costs.**

**g. The NTC and Fort Irwin Post Safety Office has funded and arranged for wipe test analysis in case of mishaps, and USO personnel should contact the NTC Post Safety Office and installation radiation safety officer to arrange for such analysis at the nearby radiation lab at the TACOM Rock Island laboratory.**

**h. The USO must have 24-hour access to a tactical vehicle, NVGs, and FM radio capability to respond to unit radiation incidents. The NTC and Fort Irwin Post Safety Office will provide the appropriate radiation incident investigation kit and proper instrumentation.**

**i. The USO will not make contact off the installation regarding any type of radiation incident or mishap without coordinating with his command group, the NTC and Fort Irwin Safety Director, installation radiation safety officer, the NTC EOC, and the NTC command group. This will ensure coordinated and accurate reporting. This is especially applicable in relation to the Nuclear Regulatory Commission license holders and FORSCOM Radiation Safety.**

**j. The USO will report to the NTC and Fort Irwin Post Safety Director upon arrival at the NTC for detailed briefings on procedures to follow and points of contact at the NTC and Fort Irwin.**

Office Symbol

**MEMORANDUM FOR Commander, National Training Center (Installation Radiation Protection Officer), P.O. Box 105107, Fort Irwin, CA 92310-5038**

**SUBJECT: Rotational Radioactive Material Movement**

Pursuant to AR 385-24, Ionizing Radiation Protection Program, the following information for military movement of radioactive material from rotational home station is herewith provided:

- a. Visiting Unit and UIC:
- b. Purpose of radioactive material movement:
- c. Estimated date of departure from NTC:
- d. Origin of departure:
- e. Final destination:
- f. Actual date of departure:
- g. Personnel responsible for radiation safety during movement (unit radiation safety officer):

<b>NAME/RANK</b>	<b>PHONE</b>
------------------	--------------

h. Visual inspection and/or luminosity check of devices containing radioactive material:

<b>RESULTS</b>	<b>INSPECTOR NAME</b>	<b>DATE</b>
----------------	-----------------------	-------------

- (1) Prior to departure:
- (2) At destination:
- (3) Prior to return:

i. Inventory of end items containing radioactive material:

<b><u>NOMENCLATURE</u></b>	<b><u>NSN</u></b>	<b><u>QTY</u></b>	<b><u>RADIONUCLIDE</u></b>	<b><u>ITEM SERIAL NO.</u></b>
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Unit Commander's Signature and  
Signature Block

Figure P-1. Radiation Material Movement Memorandum

**APPENDIX Q**  
***Medical Support***

**Q-1. General**

**This appendix outlines the NTC Medical Augmentation requirements and provides guidance for units preparing to deploy to the NTC.**

**Q-2. Medical Services**

**a. Units will use organic assets to provide up to Level II medical care and 72-hour patient hold at the most forward deployed medical treatment site or area. Units will assign:**

**(1) One medical NCO from the 68W series career management field to serve as liaison. This individual will be a staff sergeant or above with an understanding of medical terminology and patient administration procedures.**

**(2) One 68W10 must be provided to serve as the liaison assistant.**

**(3) The liaison team must be present from the arrival of the initial ADVON until the departure of the trail party during brigade regeneration.**

**(4) The NTC Surgeons Office will provide written SOPs for all activities and duties of the liaison team.**

**(5) The duties of the liaison team will include the tracking of all rotational patient disease and nonbattle injury status, providing updates daily to the Weed Army Community Hospital (WACH) Commander on admissions and dispositions for rotational Soldiers receiving medical care external to the BCT medical assets. The LNO will assist the BCT providers with privileges at WACH in routine medical care to include lab work, minor surgical procedures, IV administration, x-ray examinations, and reporting as requested by the NTC G-3, Warrior tactical operations center, rotational safety officer, and Provost Marshall. Information will include specifics for example; left or right leg, arm or eye injured due to accident, return to light duty to include approximate days of light duty, etc.**

**(6) In the event of mass casualty operations, the liaison team will be administrative control to the Patient Administration Department until operations are complete.**

**b. The U.S. Army Air Ambulance Detachment (Aeromedevac) provides MEDEVAC service at the NTC. Unit will use Range Control frequency 38.90 (FM) to request for MEDEVAC assistance direct to WACH Emergency Department (ED). Units will brief all personnel on the proper procedures for requesting MEDEVAC.**

The Weed Army Community Hospital Emergency Department (WACH ED) will provide support for medical emergencies evacuated directly to WACH ED.

c. Rotational units are responsible for providing their own medical treatment teams and ground evacuation capability at FOB Warrior, all railhead/air-land facilities, and other outlying locations. In case of a life threatening injury or loss of limb injury, units will utilize the county 911 system to render emergency evacuation. All other Soldiers may be ground evacuated to WACH by unit assets.

d. During live-fire the brigade surgeon will augment a medical treatment team and equipment that will be under the continuous control of an NTC OC in the live-fire area. The OC will employ the medical team's movement in the event of an emergency only. A wheeled evacuation vehicle and crew are necessary in the event aerial evacuation is not possible.

<u>Medical Treatment Team</u>	<u>Qty</u>
Medical Officer or Physicians assistant	1 each
Combat Medic	1 each
Ambulance Driver	1 each
Wheeled Front-Line Ambulance	1 each
Medical equipment set Trauma (-)	1 each
Medical equipment set Ground Ambulance	1 each

e. All Professional Officer Filler System physicians (Battalion Surgeons) must arrive at the National Training Center IAW AR 601-142 Army Medical Department Professional Filler System. Additionally all rotation health care providers, physicians/physician assistants must submit a transfer brief per DOD Memorandum (Inter-Facility Credentials Transfer and Privileging dated 11 July 94) to the Fort Irwin MEDDAC Quality Assurance Office NLT 30 days prior to deployment to the NTC. They must attend mandatory briefings on RSO&I Day 1 through RSO&I Day 3 from Fort Irwin MEDDAC. Exceptions to this policy must be approved at least 14 days in advance with the NTC Surgeon. Weed Army Community Hospital will grant temporary affiliate privileges for two BCT/augmentation health care providers in support of the rotation. The brigade surgeon will conduct final coordination with the NTC Surgeons Office 14 days before deployment.

f. The rotational unit will provide medical support for BCT personnel from the arrival of the advance party through the end of the brigade regeneration and also for DTOC augmentees, EOC personnel, and Soldiers evacuated from the

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rotational BCT during training in the box whose medical condition does not require hospitalization and due to temporary physical limitations cannot return to training. The rotational unit will coordinate evacuation to home station for Soldiers whose condition or physical limitations will not permit the Soldiers return to training.

g. Forces Command will provide the following medical support personnel and equipment at FOB/LSA:

	<u># of Pers</u>	<u>Required Equip</u>
Treatment Squad		MES Sickcall
68W30 (Squad Leader)	1	MES Trauma
68W20	1	
68W10	2	
Evacuation Squad		MES Gnd Amb
68W30 (Squad Leader)	1	2 x M997
68W20	1	
68W10	2	
Patient Holding Squad		MES Patient Hold
68W30 (Squad Leader)	1	
68W10M6	2	
68W10	2	
<b>TOTAL:</b>	<b>13</b>	

h. Medical Command is responsible for medical provider support at FOB/LSA Warrior. Following medical support personnel with necessary equipment are required during each rotation at FOB/LSA:

	<u># of Pers</u>
Medical Officer	1
<u>Physician Assistant</u>	<u>1</u>
<b>TOTAL:</b>	<b>2</b>

i. The medical corps officer and physician assistant will remain during the entire training period (i.e., 14 days while the BCT is in the Maneuver box) for each rotation to provide services to stay behind (rear area support) personnel (i.e., white cell, and EAB personnel).

j. The rotational unit must provide a patient transport vehicle (TMP vehicle) and driver to provide transportation of nonurgent, routine patients that will not require medical care enroute to outlying facilities as necessary.

**k. Questions regarding medical services at the NTC will be directed to the NTC Surgeons Office, DSN: 470-3110/1312.**

**Q-3. Dental Services**

**a. Units deploying for training at the NTC must bring organic dental support to provide direct patient care as part of the training exercise. A dental officer, dental assistant, and complete set of field dental equipment should deploy with the rotational unit.**

**b. The NTC Dental Clinic will provide assistance in support of dental problems or emergencies beyond the capabilities of the training unit. Units will coordinate with the Commander, NTC Dental Activity (DENTAC), 30 days before deployment.**

**c. Dental readiness needs of the Soldiers scheduled for training rotations at the NTC should be addressed by the units' local DENTAC Commander 60 days prior to their departure. Soldiers should be in dental classification one or two prior to arrival. The accelerated operational tempo of training will not allow for routine dental care and/or annual examinations (refer to AR 40-3, para 6-4 and para 6-5 for further clarification).**

**d. Practitioner Privileging. A written request for courtesy privileges will be sent to the NTC and Fort Irwin DENTAC from the rotational unit's DENTAC commander 60 days prior to deployment. The request must include a summary of the dental officer's current privileging status, validation of current licenser and basic cardiac life support, summary statement addressing DA Form 5374-R, Performance Assessment, DA Form 5440-1, Delineation of Clinical Privileges - Dentistry.**

**e. Questions regarding dental services at the NTC will be directed to the Commander, DENTAC.**

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### **APPENDIX R**

#### ***Points of Contact List***

##### **R-1. Forces Command POC:**

**Collective Training Division (AFOP-TCC)  
U.S. Army Forces Command  
1777 Hardee Avenue, SW.  
Fort McPherson, GA 30330-1062  
DSN: 367-5972**

##### **Forces Command Emergency Operations (Watch Team) POC:**

**Operations Division (AFOP-OC)  
U.S. Army Forces Command  
1777 Hardee Avenue, SW.  
Fort McPherson, GA 30330-1062  
DSN: 367-5222, FAX: 3686**

##### **R-2. Training and Doctrine Command POC:**

**Commander  
Training and Doctrine Command (ATTG-U/ATTG-RC)  
Fort Monroe, VA 23651  
DSN: 680-5681/5711**

##### **R-3. National Guard Bureau POC:**

**HQDA (NGB-ARO-TU)  
Arlington Hall, VA 22204-1382  
DSN: 327-9328/9314**

##### **R-4. Army Training Support Center POC:**

**Director TRADOC Manager-Live (ATIC-ATML-TI)  
Bldg 2797  
Fort Eustis, VA 23604  
DSN: 826-5573/4363**

**R-5. Explosive Ordinance Disposal POC:**

**Commander  
20th Support Command (AFCB-OP)  
CBRNE  
5183 Blackhawk Road  
Aberdeen Proving Ground, MD 21010-5424  
Comm: (410) 436-6200**

**R-6. National Training Center POCs:**

**G-3/NTC:**

**Commander  
G-3/Plans (AFZJ-PT)  
National Training Center  
P.O. Box 105100  
Fort Irwin, CA 92310-5100  
DSN: 470-5555**

**Commander  
G-3/Plans & Operations (AFZJ-PTO)  
National Training Center  
P.O. Box 105101  
Fort Irwin, CA 92310-5101  
DSN: 470-4058**

**Commander  
G-3/Training Support Division (AFZJ-PTC)  
National Training Center  
P.O. Box 105102  
Fort Irwin, CA 92310-5102  
DSN: 470-3881/2/3**

**Commander  
G-3/Safety (AFZJ-PTC)  
National Training Center  
P.O. Box 105102  
Fort Irwin, CA 92310-5102  
DSN: 470-5093**

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**Commander  
G-3/Aviation (AFZJ-PTA)  
National Training Center  
P.O. Box 105084  
Fort Irwin, CA 92310-5084  
DSN: 470-5852/4072**

**Commander  
Emergency Operations Center (AFZJ-PTO)  
National Training Center  
P.O. Box 105101  
Fort Irwin, CA 92310-5101  
DSN: 470-3750/3326, FAX: 4788**

**916th Spt Bde:**

**Commander  
916th Spt Bde (AFZJ-TSC)  
National Training Center  
P.O. Box 105017  
Fort Irwin, CA 92310-5017  
DSN: 470-3667**

**Commander  
916th Spt Bde, Support Operations (AFZJ-MCX)  
National Training Center  
P.O. Box 105017  
Fort Irwin, CA 92310-5017  
DSN: 470-7088**

**Commander  
916th Spt Bde, Material Division (AFZJ- MMC)  
National Training Center  
P.O. Box 105106  
Fort Irwin, CA 92310-5106  
DSN: 470-3957/3625**

**916th Spt Bde Supply Division:**

**Commander  
Support Brigade Supply Division (AFZJ-MCS)  
National Training Center  
P.O. Box 105106  
Fort Irwin, CA 92310-5106  
DSN: 470-4253/5526**



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### **916th Spt Bde, Ammunition Mgt:**

**Commander  
916th Spt Bde, Ammunition Management (AFZJ-MCA)  
National Training Center  
P.O. Box 105106  
Fort Irwin, CA 92310-5106  
DSN: 470-4000/4256/4257**

### **916th SPT Bde Movement Control Center:**

**Commander  
916th Spt Bde, Movement Control Center (AFZJ-MCT-C)  
National Training Center  
P.O. Box 105106  
Fort Irwin, CA 92310-5106  
DSN: 470-4977/4978**

### **Operations Group:**

**Commander  
Operations Group (ATXY-PO)  
National Training Center  
P.O. Box 105038  
Fort Irwin, CA 92310-5038  
DSN: 470-4423, FAX: 4422**

### **Leaders Training Program:**

**Commander  
Operations Group (ATXY-LTP)  
National Training Center  
P.O. Box 105062  
Fort Irwin, CA 92310-5062  
DSN: 470-2760/5281/5902, FAX: 5578**

### **Operations Group Safety:**

**Commander  
Operations Group Safety (ATXY-P)  
National Training Center  
P.O. Box 105107  
Fort Irwin, CA 92310-5038  
DSN: 470-2718, FAX: 760-380-4422**

**Commander, 11th ACR (OPFOR):**

**Commander  
11th Armored Cavalry Regiment (AFZJ-AC-O)  
National Training Center  
P.O. Box 105068  
Bldg 186  
Fort Irwin, CA 92310-5068  
DSN: 470-6930/5132  
Blackberry: 760-957-5602**

**G-2:**

**Commander  
National Training Center (AFZJ-I)  
P.O. Box 105059  
Fort Irwin, CA 92310-5095  
DSN: 470-6501**

**G-4:**

**Commander  
National Training Center (AFZJ-LG)  
P.O. Box 105040  
Fort Irwin, CA 92310-5017  
DSN: 470-5687/6500**

**G-6:**

**Commander  
Spectrum Management (AFZJ-IM)  
National Training Center  
P.O. Box 105104  
Fort Irwin, CA 92310-5104  
DSN: 470-3280**

**Reserve Component Operations, Plans and Training Support Element:**

**Commander  
National Training Center (AFZJ-RCS)  
P.O. Box 105009  
Fort Irwin, CA 92310-5009  
DSN: 470-4066**

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**National Training Center Acquisition Command:**

**Commander  
Acquisition Command (SFCA-SR-IR)  
National Training Center  
P.O. Box 105095  
Fort Irwin, CA 92310-5095  
DSN: 470-4223**

**Protocol:**

**Commander  
Chief, Protocol (AFZJ-PB)  
P.O. Box 105065  
Fort Irwin, CA 92310-5065  
DSN: 470-4223/4**

**Public Affairs Officer:**

**Commander  
Chief, PAO (AFZJ-PO)  
National Training Center  
P.O. Box 105067  
Fort Irwin, CA 92310-5067  
DSN: 470-5960/2909**

**Director of Public Works:**

**Commander  
Director of Public Works (IMWE-IRW-PW)  
National Training Center  
P.O. Box 105097  
Fort Irwin, CA 92310-5097  
DSN: 470-3433/3655**

**Director of Public Works/Environmental Division:**

**Commander  
DPW Environmental (IMWE-IRW-PWE)  
National Training Center  
P.O. Box 105097  
Fort Irwin, CA 92310-5097  
DSN: 470-5044/3410/3743**

**Director of Contracting:**

**Commander  
Director of Contracting (CEMI-IRW)  
National Training Center  
P.O. Box 105095  
Fort Irwin, CA 92310-5095  
DSN: 470-3660**

**G-8:**

**Commander  
Resource Management (AFZJ-RM)  
National Training Center  
P.O. Box 105056  
DSN: 470-4062/4024  
Fort Irwin, CA 92310-5056  
DSN: 470-4062/4024**

**Defense Finance and Accounting Service:**

**Defense Accounting Officer (DFAS-IN/EM-FX)  
National Training Center  
P.O. Box 105055  
Fort Irwin, CA 92310-5055  
DSN: 470-5036**

**Adjutant General:**

**Commander  
G-1 (AFZJ-AG)  
National Training Center  
P.O. Box 105099  
Fort Irwin, CA 92310-5099  
DSN: 470-3571**

**Network Enterprise Center (Formerly DOIM):**

**Network Enterprise Center (NETC-SFB-DM)  
National Training Center  
P.O. Box 105096  
Fort Irwin, CA 92310-5096  
DSN: 470-3002**

**Medical Department Activity:**

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**Commander  
Medical Department Activity (AFZJ-MCXK)  
P.O. Box 105109  
Fort Irwin, CA 92310-5109  
DSN: 470-3108/3109**

**Dental Activity:**

**Commander  
Dental Activity (AFZJ-DCBK)  
P.O. Box 105076  
Fort Irwin, CA 92310-5076  
DSN: 470-3647/4990**

**Inspector General:**

**Commander  
Inspector General (AFZJ-IG)  
National Training Center  
P.O. Box 105026  
Fort Irwin, CA 92310-5026  
DSN: 470-3038**

**Staff Judge Advocate:**

**Commander  
Staff Judge Advocate (AFZJ-JA)  
National Training Center  
P.O. Box 105072  
Fort Irwin, CA 92310-5072  
DSN: 470-3251/3255**

**Trial Defense Services  
DSN: 470-3251/3255**

**GLOSSARY**

<b>AAR</b>	<b>After Action Review</b>
<b>ABCS</b>	<b>Army Battle Command System</b>
<b>AC</b>	<b>Active Component</b>
<b>ACC</b>	<b>Army Contracting Command</b>
<b>ACH</b>	<b>Advanced Combat Helmet</b>
<b>ACOE</b>	<b>Army Center of Excellence</b>
<b>ACR</b>	<b>Armored Cavalry Regiment</b>
<b>ACU</b>	<b>Army combat uniform</b>
<b>ADAM</b>	<b>Air Defense Airspace Management</b>
<b>ADVON</b>	<b>Advanced</b>
<b>AFSOC</b>	<b>Air Force Special Operations Command</b>
<b>ALO</b>	<b>Air Liaison Officer</b>
<b>AMC</b>	<b>Army Materiel Command</b>
<b>AOB</b>	<b>advanced operational base</b>
<b>APC</b>	<b>Accounting Processing Code</b>
<b>AR</b>	<b>Army regulation</b>
<b>ARFORGEN</b>	<b>Army Force Generation</b>
<b>ARNG</b>	<b>Army National Guard</b>
<b>ASCC</b>	<b>Army Service Component Command</b>
<b>ASL</b>	<b>Authorized Stockage List</b>
<b>ASO</b>	<b>Aviation Safety Officer</b>
<b>ASP</b>	<b>Ammunition Supply Point</b>

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<b>ASV</b>	<b>armored security vehicle</b>
<b>AT</b>	<b>Annual Training</b>
<b>ATF</b>	<b>Aviation Task Forces</b>
<b>ATS</b>	<b>Air Traffic Services</b>
<b>AVIM</b>	<b>Aviation intermediate maintenance</b>
<b>AVUM</b>	<b>Aviation unit maintenance</b>
<b>BCT</b>	<b>Brigade Combat Team</b>
<b>Bde</b>	<b>Brigade</b>
<b>BII</b>	<b>Basic Issue Items</b>
<b>BLAAF</b>	<b>Bicycle Lake Army Airfield</b>
<b>BLUFOR</b>	<b>Blue Force</b>
<b>BMSO</b>	<b>Brigade Medical Supply Officer</b>
<b>BSA</b>	<b>Brigade Support Area</b>
<b>BSB</b>	<b>Brigade Support Battalion</b>
<b>C2</b>	<b>Command and Control</b>
<b>C-E</b>	<b>Communications-Electronics</b>
<b>CA</b>	<b>Civil Affairs</b>
<b>CAB</b>	<b>Combat Aviation Brigade</b>
<b>CAISI</b>	<b>Combat Service Support Automated Information Systems Interface</b>
<b>CAT</b>	<b>Civil Affairs Team</b>
<b>CCO</b>	<b>Contingency Contracting Officer</b>
<b>Cdr</b>	<b>Commander</b>
<b>CG</b>	<b>Commanding General</b>

<b>COE</b>	<b>Contemporary Operational Environment</b>
<b>CONOP</b>	<b>Concept of the Operation</b>
<b>CONUS</b>	<b>Continental United States</b>
<b>COR</b>	<b>Contracting Officer Representative</b>
<b>CREW</b>	<b>Counter Remote-Control Improvised Explosive Device (RCIED) Electronic Warfare</b>
<b>CSM</b>	<b>Command Sergeant Major</b>
<b>CSS</b>	<b>Combat Service Support</b>
<b>CTA</b>	<b>Common Table of Allowance</b>
<b>CTC</b>	<b>Combat Training Center</b>
<b>DA</b>	<b>Department of the Army</b>
<b>DA Pam</b>	<b>Department of the Army Pamphlet</b>
<b>DAO</b>	<b>Division Ammunition Officer</b>
<b>DCO</b>	<b>Deputy Commanding Officer</b>
<b>DD</b>	<b>Department of Defense</b>
<b>DENTAC</b>	<b>Dental Activity</b>
<b>DIV</b>	<b>Division</b>
<b>DLA</b>	<b>Defense Logistics Agency</b>
<b>DLR</b>	<b>depot-level reparable</b>
<b>DMPO</b>	<b>Defense Military Pay Office</b>
<b>DOD</b>	<b>Department of Defense</b>
<b>DODAAC</b>	<b>Department of Defense Activity Accounting Code</b>
<b>DOIM</b>	<b>Director of Information Management</b>
<b>DOL</b>	<b>Directorate of Logistics</b>

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<b>DPW</b>	<b>Directorate of Public Works</b>
<b>DRM</b>	<b>Director Resource Management</b>
<b>DSN</b>	<b>Defense Switched Network</b>
<b>DSU</b>	<b>Direct Support Unit</b>
<b>DTOC</b>	<b>Division Tactical Operations Center</b>
<b>DZ</b>	<b>Drop Zone</b>
<b>EAB</b>	<b>Echelons Above Brigade</b>
<b>ECB</b>	<b>Exercise Control Brach</b>
<b>ECC</b>	<b>Expeditionary Contracting Command</b>
<b>ECT</b>	<b>Environmental Clean-up Team</b>
<b>Engr</b>	<b>Engineer</b>
<b>EOC</b>	<b>Emergency Operations Center</b>
<b>EOD</b>	<b>Explosive Ordinance Disposal</b>
<b>EPLRS</b>	<b>Enhanced Position Location and Reporting System</b>
<b>EWO</b>	<b>Electronic Warfare Officer</b>
<b>EXOP</b>	<b>Exercise Operating Procedure</b>
<b>FASP</b>	<b>Field Ammunition Supply Point</b>
<b>FCC</b>	<b>Federal Communications Commission</b>
<b>FDC</b>	<b>Fire Direction Center</b>
<b>FEDLOG</b>	<b>Federal Logistics</b>
<b>FM</b>	<b>Field Manual</b>
<b>FMC</b>	<b>fully mission capable</b>
<b>FOB</b>	<b>forward operating base</b>

<b>FOF</b>	<b>Force-On-Force Training</b>
<b>FORSCOM</b>	<b>Forces Command</b>
<b>FRAGO</b>	<b>fragmentary order</b>
<b>FS</b>	<b>Fire Support</b>
<b>FSO</b>	<b>Fire Support Officer</b>
<b>FST</b>	<b>Financial Support Team</b>
<b>FY</b>	<b>Fiscal Year</b>
<b>GIOT</b>	<b>Government Impact Overtime</b>
<b>GPS</b>	<b>Global Positioning System</b>
<b>GS</b>	<b>Government Service</b>
<b>GSA</b>	<b>General Services Administration</b>
<b>HBCT</b>	<b>Heavy Brigade Combat Team</b>
<b>HEMTT</b>	<b>heavy expended mobility tacticle truck</b>
<b>HET</b>	<b>Heavy Equipment Transporter</b>
<b>Hq</b>	<b>Headquarters</b>
<b>HQDA</b>	<b>Headquarters, Department of the Army</b>
<b>HMMWV</b>	<b>high-mobility multipurpose wheeled vehicle</b>
<b>HUMINT</b>	<b>Human Intelligence</b>
<b>IAM</b>	<b>Installation Ammunition Manager</b>
<b>IAW</b>	<b>in accordance with</b>
<b>IBCT</b>	<b>Infantry Combat Team</b>
<b>ICW</b>	<b>in coordination with</b>
<b>ID</b>	<b>Infantry Division</b>

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<b>Intel</b>	<b>Intelligence</b>
<b>IRPO</b>	<b>Installation Radiation Protection Officer</b>
<b>ISOFAC</b>	<b>Isolation Facility</b>
<b>ISSA</b>	<b>Installation Supply Support Activity</b>
<b>ITO</b>	<b>Installation Transportation Office</b>
<b>JA/ATT</b>	<b>Joint Airborne/Air Transportability Training</b>
<b>JMRC</b>	<b>Joint Maneuver Readiness Center</b>
<b>JRTC</b>	<b>Joint Readiness Training Center</b>
<b>JSOTF</b>	<b>Joint Special Operations Task Force</b>
<b>JSS</b>	<b>Joint Service Software</b>
<b>JTAC</b>	<b>Joint Terminal Attack Controller</b>
<b>LAN</b>	<b>Local Area Network</b>
<b>LAO</b>	<b>logistics assistance officer</b>
<b>LBE</b>	<b>load bearing equipment</b>
<b>LFT</b>	<b>Live-Fire Training</b>
<b>LFX</b>	<b>Live-Fire Exercise</b>
<b>LNO</b>	<b>liaison officer</b>
<b>LOGSA</b>	<b>Logistics Support Agency</b>
<b>LSA</b>	<b>Logistics Support Area</b>
<b>LTP</b>	<b>Leader Training Program</b>
<b>MARSOC</b>	<b>Marine Special Operations Command</b>
<b>MCC</b>	<b>Movement Control Center</b>
<b>MCLB</b>	<b>Marine Corp Logistics Base</b>

<b>MDMP</b>	<b>Military Decision Making Process</b>
<b>MEDDAC</b>	<b>Medical Department Activity</b>
<b>MEDEVAC</b>	<b>Medical Evacuation</b>
<b>MES</b>	<b>medical equipment sets</b>
<b>METL</b>	<b>Mission Essential Task List</b>
<b>MGS</b>	<b>Mobile Gun Systems</b>
<b>MHE</b>	<b>material handling equipment</b>
<b>MICLIC</b>	<b>Mine Clearing Line Charge</b>
<b>MILES</b>	<b>Multiple Integrated Laser Engagement System</b>
<b>MIPR</b>	<b>Military Interdepartmental Purchase Request</b>
<b>MITS</b>	<b>Mobile Independent Target System</b>
<b>MMC</b>	<b>Material Management Command</b>
<b>MOB</b>	<b>Media on the Battlefield</b>
<b>MOI</b>	<b>Memorandum of Instruction</b>
<b>MOS</b>	<b>Military Occupational Specialty</b>
<b>MOUT</b>	<b>Military Operations on Urbanized Terrain</b>
<b>MP</b>	<b>Military Police</b>
<b>MPI</b>	<b>Military Police Investigator</b>
<b>MRE</b>	<b>Mission Readiness Exercise</b>
<b>MRO</b>	<b>Material Release Order</b>
<b>MTOE</b>	<b>Modified Table of Organization and Equipment</b>
<b>NASA</b>	<b>National Aeronautics and Space Administration</b>
<b>NAVSPECWAR</b>	<b>Navy Special Warfare</b>

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<b>NBC</b>	<b>Nuclear Biological Chemical</b>
<b>NCO</b>	<b>noncommissioned officer</b>
<b>NCOIC</b>	<b>noncommissioned officer in charge</b>
<b>NEC</b>	<b>Network Enterprise Center</b>
<b>NET</b>	<b>not earlier than</b>
<b>NG</b>	<b>National Guard</b>
<b>NGB</b>	<b>National Guard Bureau</b>
<b>NIPR</b>	<b>nonsecure internet protocol</b>
<b>NLT</b>	<b>not later than</b>
<b>NMC</b>	<b>non mission capable</b>
<b>NSN</b>	<b>National Stock Number</b>
<b>NTC</b>	<b>National Training Center</b>
<b>NVG</b>	<b>night vision goggles</b>
<b>OAU</b>	<b>Opposing Force Augmentation Unit</b>
<b>OC</b>	<b>Observer Controller</b>
<b>OCA</b>	<b>Observer Controller Academy</b>
<b>OC/T</b>	<b>Observer Controller/Trainer</b>
<b>OD</b>	<b>Ordinance</b>
<b>ODA</b>	<b>operational detachment alpha</b>
<b>OIC</b>	<b>officer in charge</b>
<b>OPCEN</b>	<b>Operations Center</b>
<b>OPFOR</b>	<b>Opposition Force</b>
<b>OPORD</b>	<b>Operation Order</b>

<b>Ops</b>	<b>Operations</b>
<b>OPS GRP</b>	<b>Operations Group</b>
<b>ORIL</b>	<b>Overage repairable item list</b>
<b>OSID</b>	<b>Operations and Systems Integration Division</b>
<b>OWS</b>	<b>operational weather squadron</b>
<b>PA</b>	<b>Public Affairs</b>
<b>PAD</b>	<b>Public Affairs Detachment</b>
<b>PAO</b>	<b>Public Affairs Office</b>
<b>para</b>	<b>paragraph</b>
<b>PDSS</b>	<b>Pre-deployment Site Survey</b>
<b>PF</b>	<b>Partner Force</b>
<b>PLL</b>	<b>prescribed load list</b>
<b>PMCS</b>	<b>preventative maintenance checks and services</b>
<b>POC</b>	<b>point of contact</b>
<b>POL</b>	<b>petroleum, oils, and lubricants</b>
<b>PMO</b>	<b>Provost Marshal Office</b>
<b>PREGO</b>	<b>Present Geographic Location Code</b>
<b>PREPO</b>	<b>Prepositioned</b>
<b>PSYOP</b>	<b>Psychological Operations</b>
<b>PX</b>	<b>Post Exchange</b>
<b>RAC</b>	<b>Requisitioning Activity Code</b>
<b>RADAR</b>	<b>radio detection and ranging</b>
<b>RBS</b>	<b>Rotational Billing System</b>

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<b>RC</b>	<b>Reserve Component</b>
<b>RCOPT</b>	<b>Reserve Component Operational Planning Team</b>
<b>RCS</b>	<b>Reserve Component Support</b>
<b>reconRecon</b>	<b>reconnaissance</b>
<b>Reg</b>	<b>Regulation</b>
<b>Rep</b>	<b>Representative</b>
<b>RF</b>	<b>radio frequency</b>
<b>RIC</b>	<b>Routing Identifier Code</b>
<b>ROE</b>	<b>Rules of Engagement</b>
<b>RSO</b>	<b>Rotational Safety Officer</b>
<b>RSO&amp;I</b>	<b>Reception, Staging, Onward-movement and Integration</b>
<b>RSTA</b>	<b>reconnaissance surveillance and target acquisition</b>
<b>RTU</b>	<b>Rotational Training Unit</b>
<b>RUBA</b>	<b>Rotational Unit Bivouac Area</b>
<b>SAAS-MOD</b>	<b>standard Army ammunition system-modernized</b>
<b>SAMS</b>	<b>Standard Army Maintenance System</b>
<b>SAMS-E</b>	<b>Standard Army Maintenance System-Enhanced</b>
<b>SARSS-O</b>	<b>Standard Army Retail Supply System-Objective</b>
<b>SBCT</b>	<b>Stryker brigade combat team</b>
<b>SCLA</b>	<b>Southern California Logistics Airport</b>
<b>SF</b>	<b>Special Forces</b>
<b>SFAF</b>	<b>standard frequency action format</b>

<b>SIGCEN</b>	<b>Signal Center</b>
<b>SIPR</b>	<b>secure internet protocol router</b>
<b>SJA</b>	<b>Staff Judge Advocate</b>
<b>SMD</b>	<b>Spectrum Management Division</b>
<b>SOCCE</b>	<b>special operations command and control elements</b>
<b>SOF</b>	<b>special operations forces</b>
<b>SOI</b>	<b>Signal Operating Instructions</b>
<b>SOP</b>	<b>standing operating procedure</b>
<b>SOTD</b>	<b>Special Operations Training Detachment</b>
<b>SOTF</b>	<b>Special Operations Task Force</b>
<b>SPO</b>	<b>Support Operations Officer</b>
<b>Spt</b>	<b>Support</b>
<b>SPTCEN</b>	<b>Support Center</b>
<b>Sqdn</b>	<b>Squadron</b>
<b>SSA</b>	<b>supply support activity</b>
<b>ST</b>	<b>Senior Trainer</b>
<b>STAMIS</b>	<b>Standard Army Management Information System</b>
<b>STP</b>	<b>Soldiers Training Publication</b>
<b>STRAC</b>	<b>Standards in Training Commission</b>
<b>STX</b>	<b>Situational Training Exercise</b>
<b>SWO</b>	<b>Staff Weather Officer</b>
<b>TAC</b>	<b>Transportation Account Code</b>
<b>TAC OPS</b>	<b>tactical operations</b>

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<b>TAG</b>	<b>The Adjutant General</b>
<b>TAMIS</b>	<b>Training Ammunition Management Information System</b>
<b>TCC</b>	<b>Telecommunications Center</b>
<b>TD</b>	<b>Training Day</b>
<b>TDA</b>	<b>Table of Distribution and Allowances</b>
<b>TDS</b>	<b>Trial Defense Service</b>
<b>TDY</b>	<b>temporary duty</b>
<b>TISA</b>	<b>troop issue subsistence activity</b>
<b>TM</b>	<b>Technical Manual</b>
<b>TMP</b>	<b>Transportation Motor Pool</b>
<b>TOP</b>	<b>Training Outreach Program</b>
<b>TOW</b>	<b>tube-launched, optically-tracked, wire-guided</b>
<b>TPT</b>	<b>tactical psychological operations teams</b>
<b>TRADET</b>	<b>Training Detachment</b>
<b>TRADOC</b>	<b>Training and Doctrine Command</b>
<b>TSD</b>	<b>Training Support Division</b>
<b>TUAS</b>	<b>Tactical Unmanned Aircraft System</b>
<b>UIC</b>	<b>Unit Identification Code</b>
<b>ULLS-G</b>	<b>Unit Level Logistics System-Ground</b>
<b>UMT</b>	<b>Unit Ministry Team</b>
<b>USAF</b>	<b>United States Air Force</b>
<b>USAR</b>	<b>United States Army Reserve</b>
<b>USARC</b>	<b>United States Army Reserve Command</b>

<b>USARPAC</b>	<b>United States Army Pacific Command</b>
<b>USASOC</b>	<b>United States Army Special Operations Command</b>
<b>USMC</b>	<b>United States Marine Corps</b>
<b>USO</b>	<b>Unit Safety Officer</b>
<b>UTM</b>	<b>ultimate training munitions</b>
<b>UXO</b>	<b>Unexploded Ordinance</b>
<b>VTC</b>	<b>video teleconference</b>
<b>WACH ED</b>	<b>Weed Army Community Hospital Emergency Department</b>
<b>WARNO</b>	<b>Warning Order</b>
<b>WETM</b>	<b>weather team</b>
<b>WG</b>	<b>Wage Grade</b>
<b>XO</b>	<b>Executive Officer</b>