National Guard Regulation 350-50-1

Training

eXportable Combat Training Capability (XCTC)

UNCLASSIFIED

SUMMARY of CHANGE

NGR 350-50-1
eXportable Combat Training Capability (XCTC)
11 July 2017

o   This is a new publication.

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Training

Army National Guard Exportable Combat Training Capability

By Order of the Director Army National Guard:

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Lieutenant General, GS
Director, Army National Guard

Official:

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Deputy, Chief of Staff

History. This is a new regulation.

Summary. This regulation establishes guidance for the execution of the Army National Guard (ARNG) eXportable Combat Training Capability (XCTC) Program.

Applicability. This regulation applies to ARNG personnel of the 54 States, Territories, and District of Columbia who execute policies and procedures for training units and individuals of the ARNG not in active military service.

Proponent and exception authority. The proponent for this regulation is the ARNG Training Division (ARNG-TR). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2, but does not contain checklists for conducting management control reviews.

Supplementation. Supplementation is not authorized without prior approval from ARNG Collective Training Branch (ARNG-TRC).

Suggested Improvements. Users must submit comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: ARNG-TRC, 111 South George Mason Drive, Arlington, VA 22204.

Distribution. A/F

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Chapter 1
General Information

1-1. Program, Key Tasks, and End State

a. Purpose. XCTC is the ARNG's program of record that enables Brigade Combat Teams (BCT) to achieve trained Platoon readiness in preparation for a Maneuver Combat Training Center (MCTC) rotation. Exercising units achieve this readiness, in the training year prior to their MCTC rotation, through highly realistic, immersive, and fully instrumented training. XCTC provides commanders an opportunity to assess their unit's Mission Essential Task (MET) and Collective Live Fire proficiency levels.

b. Key Tasks. The XCTC Program provides tailorable training events to meet the exercising brigade commander's training objectives. This includes the following training opportunities:

(1) Certification of available PLTs on required decisive action collective readiness objectives.

(2) Multi-echelon training in a tactical field environment.

(3) Incorporation of critical training enablers.

(4) Integration of opposing forces (OPFOR), observer-controllers/trainers (OC/T), and role players.

(5) Multi-echelon Mission Command (MC) in a tactical environment.

c. End State. Required resources provided, platoon-level readiness objectives and trained platoons achieved, lane and situational training exercises externally evaluated (EXEVAL), and professionally led performance-oriented after action reports (AAR) conducted.

Chapter 2
Responsibilities

2-1. Director, Army National Guard (DARNG)

The DARNG is responsible for organizing, manning, training, and equipping the ARNG. This includes delivering collective training programs to the 54 States and Territories. Training is the most important thing the ARNG does to prepare for military operations. It is the cornerstone of readiness, which allows ARNG units and Soldiers to fight and win in a complex global environment. The ARNG XCTC program is a Program of Record for PLT level and above collective training. It enables BCTs to build readiness in an efficient and effective manner. The XCTC program specifically prepares BCTs for success in unified land operations at follow-on MCTC rotations. On an annual basis, the DARNG will publish ARNG training guidance to align training priorities with readiness requirements.

2-2. ARNG TR-Collective Training (TRC)

a. Advocates XCTC requirements with HQDA, FORSCOM, First U.S. Army, Training and Doctrine Command (TRADOC), and any other applicable Army Commands (ACOMS) or installations.

b. Schedules BCTs for XCTC through their respective State Headquarters based on ARNG training requirements generated by ARNG Readiness and Plans (ARNG-RP).

c. When requested, identifies enablers to augment the exercising brigade. Resources should include the doctrinal assets normally expected for a supporting effort of a brigade or battalion. See figure 2-1 for structure and enablers.

d. Maintains visibility of distinguished visitors coordinated through the exercise Joint Visitors Bureau (JVB).

e. Coordinates with participating units and First U.S. Army for the appropriate OC/T package.
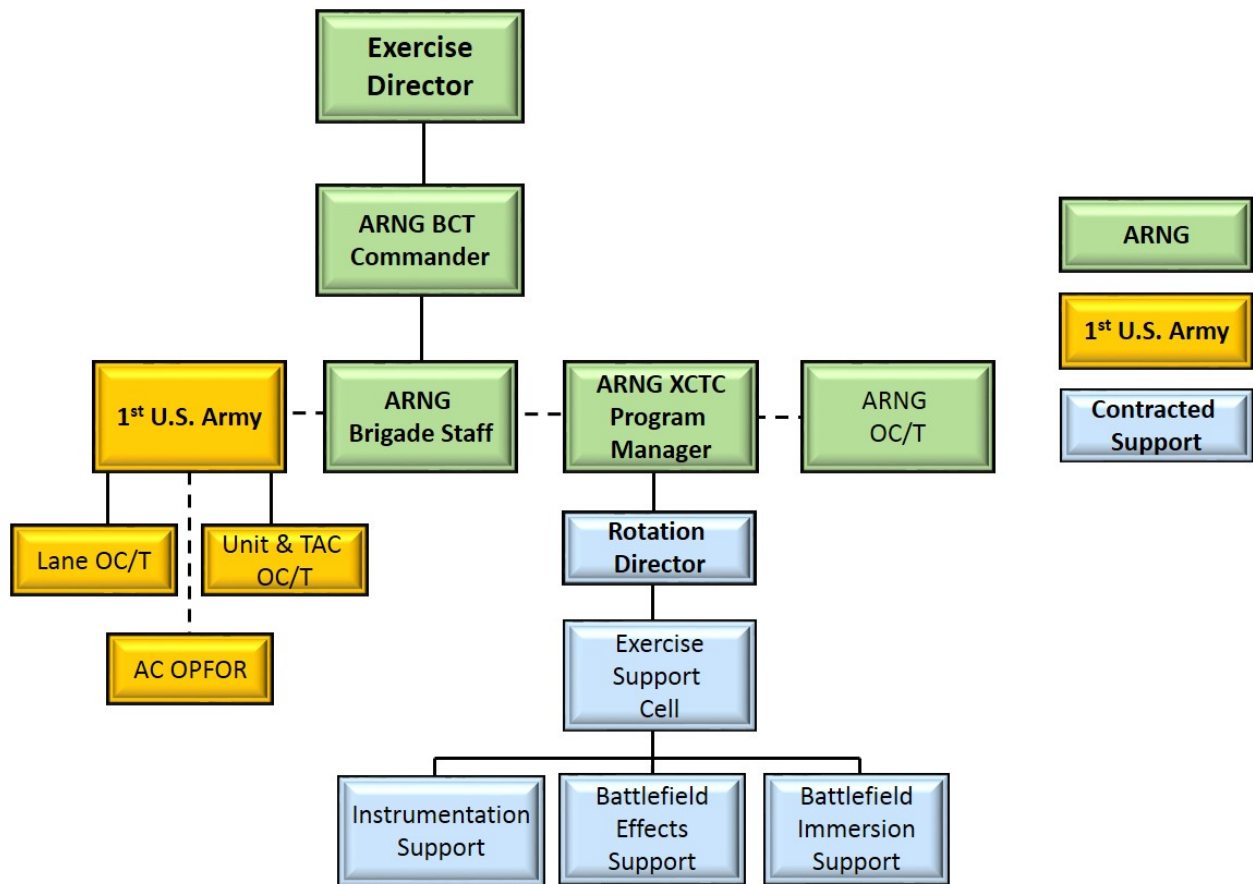
Figure 2-1. XCTC Organizational Chart

2-3. Program Manager (PM), XCTC

a. Responsible for the overall management of the XCTC Program and government furnished property.

b. Provide guidelines to the contracted support agencies on matters related to doctrine, realistic conditions for training, objective standards for operation and maintenance of instrumentation, and tactics, techniques, and procedures (TTPs).

c. Provide contractors to support planning, preparation, and execution of XCTC events. See Appendix B for a XCTC planning and sequence timeline sample.

d. When requested, coordinate with ARNG-RP to select available supporting units/task forces to augment exercising units' doctrinal assets.

e. Coordinate with First U. S. Army for OC/T support.

f. ARNG-TRC will request active component units to provide OPFOR capability through U.S. Army Forces Command (FORSCOM). If FORSCOM is unable to provide adequate OPFOR coverage, the states are responsible for this requirement. If the State is unable to support, ARNG-TR will coordinate with ARNG-Readiness and Plans (RP) to develop an OPFOR solution. In the event of an OPFOR shortfall, the Rotation Director (RD) may subcontract for all or the balance of the OPFOR requirements only after approval by the PM.

g. Assist exercising brigade with the submission of requests and coordination for MILES and other training devices required to ensure adequate instrumentation.

h. Synchronize the exercising brigade commander's training objectives by aligning XCTC resources.

i. Ensure the RD synchronizes all contractor, logistical and administrative support.

j. When required, provide oversight of the contractor responsible for training the OPFOR replicating the doctrinal threat force.

k. Ensure authorized units and approved enablers are the only participants in the XCTC.

l. Ensure the exercising unit is prepared to meet the objectives of all conferences.

m. Assign the RD to serve as liaison between the PM and the ARNG BCT.

n. Coordinate funding.

(1) The exercising brigade will receive seven additional Unit Training Assemblies (UTA) and six additional annual training days above annual statutory support (15 AT days and 48 UTAs)

(2) The exercising brigade will receive direct and indirect OPTEMPO funding for operational support.

(3) Subject to availability of funds, ARNG-TR may provide a project officer during the year of execution.

(4) If an exercising brigade determines funding does not support a requirement, they may submit an unfunded request through the appropriate State Headquarters to ARNG-TR. Additional funding to support this request is dependent upon ARNG-TR's validation of the requirement and availability of funds.

2-4. Rotation Director, XCTC Contractor

a. Serve as the primary liaison to the PM and assists with planning, execution, and recovery for a given rotation.

b. Monitor, control, record, and provide feedback in support of the exercising brigade commander's training objectives.

c. Oversee all contracted operations of the XCTC instrumentation and communications system during the rotation.

d. Manage the Exercise Support Cell (ESC) to coordinate, direct, and synchronize training conditions for exercising units.

e. Coordinate and synchronize OC/T support, to include pre-rotation Flex Train orientation and training as required.

f. Oversee four (4) organic dedicated support organizations (contracted personnel) for these efforts: the ESC, Instrumentation and Communications (I&C), Battlefield Effects (BFE), and Battlefield Immersion (BFI). These teams are responsible for the transformation of a standard installation training area into a complex battlefield that supports the exercising brigade commander's training objectives.

(1) Exercise Support Cell. The ESC assists the exercising brigade and State Headquarters in coordinating and synchronizing training.

(2) Instrumentation and Communications. Instrumentation enables Soldier and vehicle position tracking, engagement tracking, data collection, and archiving in support of Instrumented After Action Reviews (I-AARs). This provides immediate feedback with synchronized tactical audio and tactical video. XCTC instrumentation provides the ability to conduct force-on-force and combined arms training while collecting engagement data through an interface with Army force-on-force instrumentation systems for the I-AAR.

(3) Battlefield Effects. BFE consists of the training aids required to provide realistic training scenarios. Training effectiveness significantly increases when the uncertainty and confusion associated with the Contemporary Operating Environment (COE) is safely and accurately replicated. These effects include artillery, mortars, rocket fire, smoke, Improvised Explosive Devices (IEDs), and Vehicle-Borne IEDs (VBIEDs).

(4) Battlefield Immersion. BFI provides the exercising brigade with a realistic training environment that closely replicates the conditions they can expect to experience on the battlefield. Battlefield Immersion Support typically includes some combination of the following: role players (to include interpreters), civilians on the battlefield (COB), equipment, props, and wardrobe.

2-5. The Adjutants General

a. Implement the policies and instructions contained herein and ensure training is conducted in accordance with (IAW) HQDA, FORSCOM, and ARNG guidance.

b. Appoint a General Officer as the Exercise Director. If necessary, delegate to an O-6 in the State.

2-6. Exercising Brigade Commanders

a. Execute brigade level MC during the XCTC field training exercise (FTX).

b. Identify unit-training objectives in accordance with FM 7-0, chapter 2, par 2-54.

c. Be responsible for final assessment and training certification in accordance with FM 7-0, chapter 3, par 3-31)

d. Provide commander's training objectives to State Headquarters, RD, and ARNG-TRC NLT the Initial Planning Conference (IPC).

e. Provide projected personnel strength to the RD NLT rotation brief.

f. Provide monthly personnel strength updates to the RD to refine resource requirements.

g. Provide final personnel strength to the RD NLT Final Planning Conference (FPC).

h. Incorporate and resource enablers. Request for enablers should be coordinated with the RD NLT IPC.

i. Manage transportation and operating funds within approved authorizations and associated funding.

j. Ensure that only authorized units, personnel, and equipment, participate in the exercise.

k. Coordinate radio frequency emitter usage with the installation and Spectrum Management Office to minimize harmful interference with Department of Defense (DOD), State, and other public agencies.

l. Participate in all planning working groups, in-progress reviews, planning conferences, and site visits. The brigade staff should be prepared to cover such issues as training objectives, contracted life support, logistics support, transportation, equipment support, required contracts, OC/T support, and all other issues normally associated with annual training events.

m. Provide range certified OIC/Range Safety Officers for all live fire training. This is not an OC/T or ESC responsibility.

n. Request any additional training aids, devices, simulators and simulations (TADSS) needed to support their training plan.

o. Provide Single Channel Ground and Airborne Radio System (SINCGARS) radios to the ESC for recording radio communications for AARs and take home packages.

p. Publish an exercise directive (see paragraph 3-6).

2-7. Observer Coach/Trainers (OC/T)

a. Serve as the external source to assess doctrinally correct training.

b. OC/T commanders work within the scope of the exercising brigade commander's training objectives while providing feedback through AAR and I-AARs.

c. First U.S. Army fulfills external OC/T requirements. When First U. S. Army Soldiers are not available, ARNG assets are used. The partner BCT provides associated Unit Pilot (AUP) OC/Ts.

d. Use the FlexTrain instrumentation package that provides units with detailed feedback for the I-AARs.

e. Facilitate PLT collective training on Situational Training Exercise (STX) lanes, embed with PLTs, and provide interface with the Tactical Analysis Facility (TAF).

f. Arrive prepared to attend the XCTC Academy per the published schedule.

g. Embed one OC/T per PLT, one per lane, and for each workstation in the TAF. OC/T requirements are dependent upon the type of unit being trained, the number of training lanes, and the exercising brigade commander's training objectives.

h. Compile and track evaluations at the end of each day for presentation directly to the BDE Commander at the following day's Commanders Update Brief (CUB). During the CUB, the exercising brigade may elect to change the method of collection or the method of presentation.

i. Provide their own vehicles and single-net SINCGARS radios, to include the maintenance and support during the XCTC rotation. If OC/Ts are unable to provide this capability, this requirement needs to be coordinated with the State/exercising brigade and the RD NLT than the Main Planning Conference (MPC).

2-8. Opposing Force (OPFOR)

The OPFOR structure to support a BCT consists of approximately one battalion-sized element. OPFOR includes vehicles or visual modifications (VISMODs) to replicate threat vehicles and equipment. OPFOR weapons and equipment must be capable of interfacing with Multiple Integrated Laser Engagement System (MILES) devices. OPFOR will receive all logistical support, minus uniforms, from the exercising brigade or the State Headquarters. Contracted OPFOR will receive all logistical support through contracted support. The OPFOR is encouraged to attend the XCTC Academy. ARNG OPFOR Soldiers require a valid state driver license and current ID card. In addition, 50% of OPFOR Soldiers must have a current military driver license for the High-mobility Multipurpose Wheeled Vehicle (HMMWV) series vehicles.

Chapter 3
Rotation Planning, Execution and Recovery

Section I
General

3-1. General

An XCTC rotation consists of 3 phases: planning, execution, and recovery.

a. *The Planning Phase.* The Planning Phase begins when the exercising brigade attends the rotation brief. This phase ends after the XCTC Academy.

b. *The Execution Phase.* The Execution Phase begins on the first day of the XCTC (D-Day) and concludes with the final AARs.

c. *The Recovery Phase.* The Recovery Phase starts when units have completed their XCTC training, and ends when all XCTC elements have cleared the installation.

Section II
Planning Phase

3-2. XCTC Program Support
The XCTC Program Support consists of four (4) dedicated support organizations: The ESC, I&C, BFI, and BFE. The RD has overall responsibility and is the single point of contact for all four, support organizations listed below.
   a. ESC: The ESC, managed and controlled by the RD, serves exercising brigade and State personnel in their development of a comprehensive training plan, and will:
      (1) Prepare an MOI 30 days prior to each of the major conferences (IPC, CDC, MPC and FPC). In coordination with the exercising brigade commander, the ESC will attend and support these conferences. NLT 10 days after each conference, the ESC will submit a memorandum for record for review by the RD, PM, and the exercising brigade commander, summarizing key points.
      (2) The initial OPFOR personnel, ammunition, equipment, and uniform requirement will be determined NLT the CDC, refined throughout the planning conferences, and concluded at the FPC.
      (3) Assist the exercising brigade in identifying required training resources such as ammunition, ranges/training areas, and MILES.
      (4) In coordination with the exercising brigade commander, produce and issue the Exercise Directive and the EXROE.
      (5) Assist the exercising brigade in developing the training scenario, based on the exercising brigade commander's training objectives.
      (6) Publish and disseminate leader books.
      (7) Coordination the publishing of Operation(s) Orders (OPORDs) and Fragmentary Orders (FRAGOs).
      (8) In direct coordination with the exercising brigade, leverage contracted resources to develop training lanes supported by ranges and training areas that have been requested at the host installation.
   b. I&C: I&C supports the rotation by providing Soldier and vehicle position tracking, engagement simulation, data collection, I-AARs, and unit take-home packages. I&C will:
      (1) Provide videographers during training events to capture critical footage that supports the I-AAR.
      (2) Attend planning conferences as required and conducts site surveys to facilitate instrumentation emplacement.
      (3) Maintain the XCTC website. This is a collaborative site used for information sharing and archiving.
      (4) Produce the Internet and Voice Over Internet Protocol (VOIP) distribution plan.
      (5) Execute location and scheduling of I-AARs IAW ESC plans.
      (6) Provide the IT network configuration plan for the Network Operations Center (NOC), Tactical Analysis Center (TAC), Mobile After Action Review Center (MAARC), and the ESC.
      (7) Construct all MAARC packages.
      (8) Provide the exercise Signal Operating Instructions (SOI) and support the scheduled communications exercise (COMMEX).
      (9) Develop the 3D terrain database for the training installation.
      (10) Support the XCTC Academy.
      (11) In coordination with Range Control, emplace towers to support Radio Frequency (RF) communications.
   c. BFI: BFI provides the exercising brigade with a realistic Decisive Action Training Environment (DATE). Upon request of the exercising brigade commander, BFI can provide:
      (1) COBs. This will include lane supervisors as required for coordination and control. The RD will provide all logistical support.
      (2) Language qualified personnel to perform as role players and interpreters.
      (3) Signs, written in the language prescribed to support the scenario.
      (4) Non-tactical vehicles appropriate for the scenario.
      (5) Personnel to support mass casualty exercises.
   d. BFE: BFE consists of visible and audible methods for simulating a combat environment within the limits of a training scenario. The BFE team will provide:
      (1) Artillery and mortar effects.
      (2) Improvised Explosive Devices (IEDs) and effects.
      (3) OPFOR weapons.

3-3. Planning Conferences

Throughout the planning cycle, XCTC facilitates a series of planning events designed to assist the exercising brigade, host installation, and State leadership to identify and organize resources. Planning events include ESC personnel, the training installation, representatives from the exercising brigade, the exercising brigade's AC partners, and First U.S. Army (See Appendix B). The planning cycle consists of:

a. Rotation Brief (RB) (conducted D-660). Provides an overview of the XCTC program to the unit commander.

b. Initial Planning Conference (D-365 at the unit location). The IPC provide opportunities to refine initial training objectives by identifying and synchronizing support requirements.

c. Concept Development Conference (CDC) (D-330 at the training location). The CDC occurs at the training installation, and identifies specific locations and dimensions of the training areas used for Live Fire Exercise (LFX) and STX.

d. Concept Brief (CB) (D-320 at State Headquarters). The CB is a formal briefing given to TAGs, by the exercising brigade, with representation from the ESC to gain approval for the XCTC rotational concept.

e. Main Planning Conference (MPC) (D-180 at the training location). The MPC finalizes the training plan, resource and support requirements, and produces requests for training areas, facilities and resources.

f. Final Planning Conference (FPC) (D-90 at the unit location). The FPC finalizes training support requirements and generates a formal outbrief to the exercising brigade commander.

g. The Unit ROC Drill rehearses Deployment, Reception, Staging, Onward Movement, and Integration (RSOI), Execution, Recovery, and Redeployment of the XCTC Rotation. This often occurs NLT D-35.

3-4. Range Control

The exercising brigade, in coordination with the RD, will ensure ranges, training areas, and facilities that support the commander's training objectives are identified NLT the end of the CDC. The unit will submit a formal request using the automated scheduling system Range Facilities Management Support System (RFMSS) XXI for each training area/installation required. The exercising brigades will request, approve, and de-conflict ranges and facilities by using installation range control scheduling timelines.

3-5. Lane Books

The ESC will produce lane books that graphically depict the execution of each lane. The lane books will cover all situational training exercises. Lane books include maps and aerial photos, routes, a detailed OC/T lane execution diagram, resource allocation, a FRAGO derived from the scenario, a risk assessment, and Training and Evaluation Outline (T&EO)s for the tasks trained. Once approved by the exercising brigade, OC/T leadership will review and validate the lane books. Final versions of lane books are issued to the OC/Ts NLT D-30.

3-6. Exercise Directive

The RD provides a draft exercise directive to the exercising brigade commander for signature (See Appendix C) NLT D-150.

3-7. Exercise Rules of Engagement (EXROE)

The EXROE governs the activities of the exercising brigade and all training support personnel to include, BLUFOR, OPFOR, role players, COBs, and contractors. It is the responsibility of all personnel to adhere to the exercise rules of engagement. Only the Exercise Director may grant exceptions to the EXROE. The unit will receive the EXROE from the RD NLT the FPC (D-90).

3-8. OC/T Requirements

a. Senior OC/T. The senior OC/T works for the exercising brigade commander, providing a doctrinally correct training assessment. OC/T's work within the scope of the exercising commander's training objectives while providing feedback through AARs and I-AARs. Although OC/Ts may facilitate AARs, the exercising brigade chain of command is expected to lead the event. OC/Ts are embedded at the platoon level throughout training. OC/Ts also provide interface between the TAF and the lane and/or embedded OC/T. OC/Ts fill out the T&EOs provided in the lane books. Upon completion of training, the senior OC/T consolidates the T&EOs and submits them to the exercising brigade commander and the ESC.

    (1) Lane OC/Ts

        (a) Control training, and enforce the EXROE.

      (b) Develop the lane, AAR site, sand-tables, PLT parking, distinguished visitor (DV) observation location(s), and MEDEVAC LZ/PZ.

      (c) Coordinate/direct the OPFOR, COBs, Role Players, BFE, and videographers.

      (d) Maintain conditions and standards in accordance with the lane book.

      (e) Coordinate with the PLT OC/T to document collective tasks.

      (f) The Platoon Leader (PL) conducts AARs with the platoon OC/T.

    (2) Platoon (embedded) OC/Ts

      (a) Coach and assess platoons.

      (b) Issue orders and FRAGOs if not issued by higher HQ.

      (c) Coordinate with the lane OC/T to document collective tasks.

      (d) Conduct AARs ICW the PL and Lane OC/T.

    (3) TAF OC/T

      (a) Maintain communication with the OC/Ts on the assigned lanes.

      (b) Synchronize maneuver, direct fire, and indirect fire engagements in support of I-AARs.

      (c) Receive and document OC/T reports and digital data to support I-AARs.

  b. OC/T Operations Officer.

    (1) Assign OC/Ts for each platoon lane.

    (2) Ensures lane OC/Ts maintain lane conditions and standards IAW lane books. The exercising brigade commander must approve all changes. Changes must be coordinated through the ESC.

    (3) Collaborate with units and the ESC to track performance trends and compile data. Collect and verify that check training documentation is correctly completed.

    (4) Provide daily roll-up of training evaluations to the exercise brigade and the ESC.

    (5) Serve as the ESC point of contact for all OC/T related issues.

  c. XCTC Academy. All OC/Ts are required to attend the XCTC Academy prior to the execution of the rotation. The XCTC academy provides an orientation on the instrumentation used during a rotation.

  d. Training Documentation.

    (1) Lane and PLT OC/Ts evaluate and document training IAW T&EOs provided in the lane books.

    (2) Training documentation is collected and submitted to the OC/T Operations Officer.

    (3) The OC/T Operations Officer reviews documentation, gathers missing data, and makes corrections.

    (4) The OC/T Operations Officer provides daily updates, trends, and issues to the OC/T commander, the exercising brigade commander, and to the ESC.

3-9. Horse-Blanket

Once the training objectives, tasks, lanes and scenarios are developed, the ESC will work with the exercising brigade to develop the master planning document also referred to as the horse-blanket (See Appendix F). The horse-blanket captures detailed information about the rotation such as training events, location, time, unit, structure and resources required. The RD maintains the master copy of the horse-blanket and distributes the latest version as changes occur. The exercising brigade commander is the only person authorized to make changes to the horse-blanket. Training events are color coded to simplify event tracking and ensure conflicts do not exist between units.

  a. At the conclusion of the IPC (D-365), the exercise unit provides the initial training plan in the form of the horse-blanket to the ESC. The ESC assists in the development by making recommendations to support the exercise unit training plan.

  b. Between the IPC and the MPC (D-180), the exercise unit, First U.S. Army, and the ESC will continue to refine the horse-blanket. Close communications between the exercise unit, First U.S. Army, and the ESC is important to ensure changes are accurately identified and captured on the horse-blanket.

  c. By the end of the FPC (D-90) the horse-blanket should be finalized. Training events needing additional resources require coordination between the exercising brigade commander and the RD.

3-10. Standards of Proficiency for exercising brigades

  a. Proficiency. Exercising brigades must arrive to the XCTC rotation proficient at the individual, crew, and squad level in order to conduct PLT level training.

  b. Pre-Training. Prior to conducting LFX training, units must comply with pre-training proficiency requirements as outlined in DA Pam 350-38 Standards In Weapons Training Pamphlet and installation specific requirements.

  c. Maintenance training. Exercising brigades must be able to maintain Modified Table of Organization and Equipment (MTOE) equipment for the duration of the exercise.

d. Safety. Exercising brigades will integrate safety and risk management into all aspects of training and preparation for the rotation.

e. Environmental awareness. Exercising brigades will integrate environmental awareness into all aspects of training and preparation for the rotation. All Soldiers will be familiar with the environmental and archeological restrictions applicable to the training facility during the XCTC rotation.

3-11. Training Ammunition

It is the exercising brigade's responsibility to request ammunition allocations to support their training plan. XCTC does not increase Standards in Training Commission (STRAC) requirements; therefore, it does not receive additional authorizations. Exercising brigades must forecast authorizations in Total Ammunition Management Information System (TAMIS), and draw the forecasted ammunition from their supporting ammunition supply point.

a. XCTC training ammunition requirements are supported using current requirements in DA PAM 350-38 strategies, as identified in the reserve component tables.

b. States must fully obligate internal ammunition assets prior to requesting additional allocations from ARNG-Training Support (TRS). If additional authorizations are needed by the State, the State Ammunition Manager (STAM) will send a request to ARNG-TRS, Ammunition Section. ARNG-TRS will review, validate, and if appropriate, provide additional support if authorizations and assets are available. All non-STRAC (above STRAC) authorization requests must be accompanied by a written justification memo identifying the unit's Department of Defense Identification Code (DODIC) and why the ammunition is required. DA asset availability and ARNG authorizations will determine support availability.

c. The exercising brigade will coordinate with the installation to establish an ammo storage point.

d. In the event that contracted OPFOR is used, there is no requirement for the exercising brigade to provide blank ammunition. However, if the OPFOR is a military unit using their own weapons, blank ammunition will be included in the exercising brigade ammunition request. The ESC will provide ammunition for OPFOR using non-MTOE weapons.

3-12. Multiple Integrated Laser Engagement System (**MILES**)

a. MILES request and accountability is a unit responsibility that must be coordinated through ARNG-TRS. The ESC assists the exercising brigade in developing an accurate MILES request to include OPFOR personnel, role-players, vehicles, and COBs. Requests must also include MILES maintenance and training teams to assist with the installation, de-installation, and maintenance of the requested equipment. Exercising brigades will complete and submit finalized MILES requests to ARNG-TRS NLT D-270. ARNG-TRS will coordinate with the Army Training Support Center to support the request.

b. The RD will ensure synchronization of MILES with Flex Train instrumentation during RSOI.

c. Units generate a memorandum requesting MILES systems for the rotation. Requests should include the training dates, type of equipment, and MILES support personnel on specific dates. The earlier a unit submits a MILES request, the more likely adequate systems can be successfully acquired. Order batteries when the MILES request is submitted.

d. Normally, MILES equipment arrives at the training installation a minimum of 14 days prior to the rotation start date, and addressed to the installation Training Aids Service Center (TASC). The unit will coordinate with the installation TASC for reception, storage, and issue of MILES equipment.

e. The exercising brigade will coordinate with the RD to provide a 10-person team to assist with the installation of MILES and Flex Train equipment. This team is also responsible for vehicle movement to and from the issue point.

f. It is the unit's responsibility to hand-receipt MILES to individuals.

3-13. Joint Visitor's Bureau (JVB) and Public Affairs Office (PAO)

a. The JVB is the coordinating agency between the State Headquarters and ARNG-TR for all DVs.

b. The RD and exercising brigade commander will identify a date for one DV event for each XCTC rotation.

c. The JVB will consolidate the list of DVs that will attend DV day.

d. The State JVB coordinates with the installation JVB office for billeting, meals, and transportation for all DVs. The installation commander will determine protocol for each DV event.

e. ARNG-TR and the ESC will assist with the development of agendas and specific DV itineraries.

f. Requests for visits for foreign nationals must comply with the provisions of AR 380-10 Foreign Disclosure and Contacts with Foreign Representatives. Foreign visit requests must be approved through ARNG-OIS, the Security Section of ARNG Operations Division.

g. See Appendix E, for additional information concerning DV event procedures.

3-14. XCTC Academy

The XCTC Academy Program of Instruction (POI) prepares OC/Ts, COBs, OPFOR, role players and all lane support personnel to execute their roles on the XCTC lanes. The Academy gives OC/Ts hands-on instruction on how to incorporate Flex Train assets into I-AAR preparations. Some OC/Ts may occupy positions at the TAC where they will communicate with lane OC/Ts to prevent safety violations and to identify key discussion points for the I-AAR. During the Academy, ESC personnel will conduct a thorough review of the lane packets with OC/T personnel as they prepare for lane rehearsal and validation. The XCTC Academy will also include instruction delivered by BFE and BFI. The XCTC Academy typically occurs from D-5 to D-1. An XCTC mobile training team (MTT) can provide home station training to OC/Ts NLT D-30, if requested. MTT training will include Flex Train orientation, a scenario/lane overview, tasks, conditions, and standards for all lanes conducted during the rotation. During the XCTC Academy, the ESC will hand-off an electronic copy of all lane books to the OC/T chain-of-command.

Section III
Execution Phase

3-15. General

The XCTC execution phase begins on D-Day, the start of the RSOI. The rotation begins after lanes are validated by the exercising brigade commander or designated representative. See figure 3-1 below. Once the exercising brigade commander has validated the lanes, the ESC will establish the Common Operating Picture (COP).

Figure 3-1. Overview of a typical 21-day XCTC Rotation

3-16. RSOI

The exercising brigade conducts RSOI during the first 2-3 days of the rotation. The exercising brigade may conduct as many RSOI events as required. The exercising brigade will coordinate with the ESC for RSOI activities.

3-17. Battle Rhythm

The execution phase signals the beginning of the rotation and the exercising brigade's approved daily battle rhythm. The battle rhythm consists of the battlefield update briefing (BUB), the CUB, and a synchronization meeting. The exercising brigade commander will adjust the battle rhythm to address their OPTEMPO.

   a. Resource Staging Area; referred to as the beach. All training support assets are assembled at the beach and accounted for prior to departing for training. This includes all support personnel and equipment. OC/Ts will guide the training package to the training location and return them after training is complete. The ESC provides the Beach Master, who has full responsibility and oversight of all beach operations. See figure 3-2 below.

	OSEC
0500	
0600	**Meet at Beach**
0630	
0700	**Deploy Units and Resources to Lanes**
0730	
0800	**Lanes Hot**
0830	**Monitor Arrival & Training Prep**
0900	**Battlefield Update Brief (BUB)**
0930	
1000	
1030	
1100	
1130	
1200	
1230	**Monitor Training**
1300	**Support and adjust as necessary**
1330	
1400	
1430	
1500	
1530	
1600	**Lanes Cold**
1630	**Commander's Update Brief (CUB)**
1700	
1730	**Synchronization Meeting**
1800	
1830	
1900	
1930	
2000	
2030	
2100	
2130	**NLT 1900 Contractor Instructions**
2200	**published and Draft FRAGO (as**
2230	**required) submitted to BDE.**
2300	**Monitor I-AARs and Limited**
2330	**Visibility Training**
2400	
0100	
0200	
0300	
0400	

Figure 3-2. Sample ESC Battle Rhythm

b. Battle Update Brief. The BUB is an update to the RD from the ESC on issues or trends that may require his or her attention. The briefing is conducted in the ESC TOC. Invitees include the exercising brigade commander, RD, and the senior OC/T.

c. Commander's Update Brief. The CUB provides the status of training to the exercising brigade commander in order to adjust the scheduled training as appropriate. It normally covers the previous 24 hours of training and the next 24, 48, and 72 hours. Attendees include the exercising brigade commander, RD, and the senior OC/T. The exercising brigade commander may invite others at their discretion. CUB information may be used during the synchronization meeting to adjust future training.

d. Synchronization Meeting. Nightly synchronization meetings are conducted to verify and potentially adjust resource distribution from 24 to 72 hours in advance. The RD's staff facilitates this briefing. Attendees include

ESC representatives, senior OC/T personnel, installation representatives, exercising brigade staff and support personnel, State Headquarters, and representatives from the exercising brigade.

e. Fragmentary Orders (FRAGOs). During training execution, the ESC will assist the exercising brigade or its higher headquarters in drafting required FRAGOs to set or adjust the conditions for training.

f. Range Control Coordination Meeting. Exercising brigade representatives and the ESC will attend the daily range control meeting. The purpose of this meeting may include, but is not limited to:

(1) Review of scheduled training areas/facility use for the next 72 hours.

(2) Scheduling last minute use of training areas or facilities.

(3) Allowing users to negotiate co-use agreements with scheduled users.

(4) De-conflicting problem areas, range construction progress, barrier requirements, and range maintenance.

3-18. After Action Reviews (AARs)

a. XCTC Programmatic AAR. The ESC conducts AARs at the beginning, mid-point, and the end of the exercise, and will announce the dates, times and locations in advance. The RD facilitates the AAR at the ESC TOC. AAR invitees include representatives from the exercising brigade, State, I&C, BFE, BFI, the training installation, contractor life support, and the BDE project officer. The RD will consolidate AAR comments.

b. Training AARs. There are two types of AARs that a unit will experience during an XCTC rotation: Formal (instrumented) and informal.

(1) *Instrumented AAR (I-AAR).* XCTC provides an I-AAR capability to exercising brigade commanders. Each I-AAR is prepared and available to the exercise platoon within two hours of completion of the training exercise. The embedded OC/T and unit chain of command facilitates the I-AAR using the MAARC. The MAARC can support up to 40 personnel. Following the rotation, the ESC will provide the training unit with a take home package of all I-AARs. The ESC can support up to nine instrumented AARs at any given time and will pre-position the MAARC locations to best support the training unit. I-AARs are scheduled on the XCTC horse-blanket and can be adjusted to meet the exercising brigade's timeline.

(2) *Informal AAR.* The embedded OC/T, lane OC/T, and exercising brigade will conduct informal AARs between the crawl, walk, and run iterations.

Section IV
Recovery Phase

3-19. Recovery

All participants at an XCTC rotation will execute recovery procedures for the return of personnel, equipment, and materiel to home station in accordance with Army Doctrine Reference Publication (ADRP) 4-0 Sustainment, AR 600-8-6 Personnel Accounting and Strength Reporting, and with the following additional considerations:

a. The RD will provide facilities and personnel in order to return Flex Train equipment. Instrumentation equipment must be turned in before vehicles are washed. Instrumentation is not designed to withstand high-pressure water or chemicals.

b. OC/Ts will return all items issued by the ESC (hand held and vehicle mounted administrative radios, office equipment, MILES Controller Devices, etc.).

c. The ESC will return all items drawn from the installation (refrigerators, table, chairs, etc.) and from the exercising brigade (SINCGARS radios, etc.).

Appendix A
References

Section I
Required Publications

ADRP 4-0
Sustainment (Cited in para 3-19)

AR 380-10
Foreign Disclosure and Contacts with Foreign Representatives (Cited in para 3-13 (f))

AR 600-8-6
Personnel Accounting and Strength Reporting (Cited in para 3-19)

DA PAM 350-38
Standards in Training Commission (Cited in para 3-10 (b) and 3-11 (a))

FM 7-0
Train to Win in a Complex World (Cited in para 2-6 (b and c))

Section II
Related Publications
This section contains no entries.

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms
This section contains no entries.

Appendix B
XCTC Planning and Sequence Time Line

TABLE B-1. Sample XCTC Planning and Sequence Time Line

Days Prior to Rotation	Event to be Completed	Action Agency
D-660	Rotation Brief (RB)	XCTC
D-365	Initial Planning Conference (IPC)	XCTC
D-330	Concept Development Conference (CDC)	XCTC
D-320	Concept Backbrief to State TAG	Unit
D-270	Finalize MILES 2000 requirements	Unit
D-180	Main Planning Conference (MPC)	XCTC
D-180	Approve and finalize troop list	Unit
D-150	BCT receives Higher HQ OPORD from EXCON	XCTC
D-90	Final Planning Conference (FPC)	XCTC
D-50	Bn OPORD completed & published	Unit
D-35	ROC Drill	Unit
D-2	Lane Validation by IBCT CDR	Unit
D+2 to D+21	XCTC Rotation	Unit
D+45	AAR	Unit

Appendix C

XCTC Planning Conference Tasks

IPC Tasks	Organization		
	ARNG	BDE	BN
Publish Commander's Initial Planning Guidance		CDR	CDR
Publish Commander's Intent & Mission Statement		CDR	CDR
Develop Scenario/Mission sets. (PLT/CO STX Lanes/PLT LFX)	ESC	S3	S3
Develop Overall logistics Concept of Support	ESC	S4	S4
Identify XCTC Training Objectives at platoon, company, and staff level		S3	S3
Determine size and scope of BDE CPX	ESC	S3	
Identify /synchronize competing training requirements,(NET, IWQ, CSWQ)	ESC	S3	S3
Publish Task Organization (Troop/Equipment Lists)		S3	S3
Publish conference calendar and planning timeline	ESC	S3	
Identify initial training site requirements	ESC	S3	S3
Initial estimates for:			
• MILES requirements/request. (Based on number of personnel and vehicles)	ESC	Staff	Staff
• Class V requirements/request		S3	S3
• Instrumentation requirements and basis of issue plan to units/vehicles	I&C		
• Identify initial 156-R shortages		Staff	Staff
• OPFOR requirements	ESC		
Identify Observer Controller / Trainer (OC/T) requirements	ESC		
Initial exercise design/concept	ESC	S3	S3
Initial exercise support requirements	ESC	S4	S4
Initial exercise communications plan	XCTC	S6	S6
AT site planning, coordination and requirements:			
• RSOI, Reset, & Recovery Plan – air, ground, rail, & logistics ground transportation requirements: tactical vehicles, bus, GSA, rentals	ESC/ I&C	Staff	Staff
• Contracting requirements	ESC	S4	S4
• Power generation to life support areas (as required)	ESC	S4	S4
• Laundry (as required)		S4	S4
• MILES contact team support	I&C	S3	S3
• Identify initial troop and equipment lists		S1/S4	S1/S4
Identify complete State support requirements (HICON, OPFOR, JVB, Site support, live fire range support, equipment loans/support requests)			
• Billeting for exercise support personnel in cantonment area		S4	S4
• DFAC/subsistence plan for exercise support personnel in cantonment		S4	S4
• Work areas in cantonment for any required exercise support cells such as White Cell (Logistics), JVIB, HICON (if provided by JFHQ), Green Cell (firing range support)	ESC/ I&C	S4	S4
Draft MPC requirements/MOI	ESC	S3	
Begin to assemble information IOT write the Exercise Directive	ESC		
Identify initial STX training concepts	ESC	S3	S3
Identify initial LFX training concepts		S3	S3
Identify units to support Army Total Force Policy- RC/AC/Other NG participants	ESC	S3	

MPC Tasks	Organization		
	ARNG	BDE	BN
Refine Commander's Planning Guidance		CDR	CDR
Refine Commander's Intent & Mission Statement		CDR	CDR
Review of the Mission sets to ensure MET and OBJ T compliance	ESC	S3	S3
Finalize scenario/mission sets	ESC	S3	S3
Finalize Mission Book & OC/T Book contents	ESC		
Complete overall logistics concept of support	ESC	S4	S4
Finalize XCTC training objectives at platoon, company, and staff level	ESC	S3	S3
Finalize CPX plan	ESC	S3	S3
Continue to identify and synchronize competing training requirements	ESC	S3	S3
Finalize task organization (Troop/Equipment lists)		S3	S3
Conduct MILES coordination and planning with XCTC, installation, and NGB. Prepare MILES Request memo for submission to NGB.	ESC/ I&C	S3	S3
Finalize BFE and BFI requirements for the exercise.	ESC		
Finalize Instrumentation requirements.	I&C		
Finalize OC/T requirements.	ESC		
Finalize OPFOR requirements.	ESC		
Finalize aviation requirements		S3	S3
Refine USAR support / other enablers (Laundry and bath unit)	ESC	Staff	Staff
Refine conference calendar and planning timeline	ESC	S3	S3
Refine general areas of responsibility	ESC	S3	S3
Refine training site requirements	ESC	S3	S3
Refine estimates for:			
• 156-R shortages		S4	S4
• GFE requirements list	ESC	S4	S4
• AT site planning / coordination	ESC	S3	S3
• RSOI, reset, and recovery plant (Air/Ground/Rail/Logistics)	ESC/ I&C	Staff	Staff
• Ground transportation requirements (Tactical vehicles/Bus/GSA/Rentals)	ESC	S3/ S4	S3/ S4
Contracting requirements			
• Chemical latrines (by quantity and location)	ESC	S3/ S4	S3/ S4
• Power generation to life support areas (if required)	ESC	S4	S4
• MILES contact team support	ESC	S4	S4
• Complete facilities, training areas, and range requests	ESC	S3	S3
Troop and equipment lists / identify instrumentation requirements	I&C	S1/ S4	S1/ S4
Complete State support requirements (HICON, OPFOR, JVB, site support, equipment)	ESC	JFHQ	
Identify billeting for exercise support personnel in cantonment area DFAC / subsistence plan for exercise support personnel in cantonment area		S4	S4
Identify work areas in cantonment for White Cell (Logistics), JVB, HICON	ESC	S4	S4
Refine exercise communications plan	I&C	S6	S6
Draft FPC requirements / MOI	ESC		
Assemble documents and information IOT write the Exercise Directive	ESC		
Refine STX training concepts and draft LFX execution scheme for required ranges	ESC	S3	S3

FPC Tasks	Organization		
	ARNG	BDE	BN
Commander's Refine Planning Guidance		CDR	CDR
Commander's Refine Intent & Mission Statement		CDR	CDR
Validate Scenario/Mission sets	ESC	S3	S3
Complete Logistics Concept of Support	ESC	S4	S4
Validate XCTC Training Objectives at unit level		S3	S3
Validate CPX plan	ESC	S3	S3
Complete competing training requirements SCRUB (NET, IWQ, CSWQ, etc.)	ESC	S3	S3
Final Task Organization (Troop/Equipment Lists)		S3	S3
Update Conference Calendar & Planning Timeline	ESC	S3	S3
Finalize general areas of responsibility	ESC	S3	S3
Finalize training site requirements	ESC	S3	S3
Finalize exercise communications plan	I&C	S6	S6
Complete estimates for:			
• MILES requirements/request	ESC	S3/ S4	S3/ S4
• Class V requirements/request.	ESC	S3	S3
• Instrumentation requirements and basis of issue plan to units/vehicles	I&C	S4	S4
• 156-R shortages		S3/ S4	S3/ S4
• OPFOR requirements	ESC		
• Observer Controller/ Trainer (OC/T) requirements	ESC		
Validate Exercise Design/Concept	ESC	S3	S3
Complete Exercise Support Requirements	ESC	S4	S4
Update OC/T Coverage & Requirements for STX training Plan	ESC		
Complete AT site planning, coordination & requirements.			
• RSOI, Reset & Recovery Plan – Air, Ground, Rail, & Logistics (as Applicable)	ESC/ I&C	Staff	Staff
• Ground transportation requirements: tactical vehicles, bus, GSA, rentals		Staff	Staff
Contracting Requirements			
o Chemical Latrines (quantity & Location)	ESC	S3/ S4	S3/ S4
o Power generation to life support areas	ESC	S4	S4
o MILES contact team support	ESC	S3	S3
• Complete facilities, training areas, and range requests	ESC	S3	S3
• Complete troop and equipment lists/finalize instrumentation requirements	I&C	S1/ S4	S1/S4
Update State support requirements (HICON, OPFOR, JVB, Site support, equipment loans/support requests)	ESC	JFHQ	
Billeting for exercise support personnel in cantonment area		S4	S4
DFAC/subsistence plan for exercise support personnel in cantonment area		S4	S4
Work areas in cantonment for any required exercise support cells such as White Cell (Logistics), JVB, HICON (if provided by JFHQ), Green Cell (firing range support)	ESC	S4	S4
Verify completed exercise communications plan	I&C	S6	S6
Verify completed STX training plan	ESC	S3	S3
Verify completed LFX training plan		S3	S3
Verify completed OPFOR training plan	ESC		
Conduct site recons of all lanes, training areas and logistical support areas.	ESC	Staff	Staff
Conduct/Schedule Combined Arms Rehearsal (CAR) of all phases of XCTC	ESC	S3	S3

Appendix D
Exercise Directive

D-1. Purpose
Identify responsibilities for XCTC activities, provide management controls, and prescribe policies and procedures for contractors, trainers, and exercising brigades while conducting an XCTC.
   a. The exercise directive describes the training conducted, the notional Common Operating Environment, how the rotation will be executed, and generally follows an operations order type outline.
   b. The sample provided is not all-inclusive but provides a framework for rotation specific document development. The exercise directive may contain:

- A description of the general scenario
- The commander's intent
- The commander's training objectives
- Threat assessment and activity
- Exercise design information
- Exercise OPORD (if applicable)
- Exercise task organization
- Integrated training strategy
- Higher Control (HICON) intent
- Exercise rules of engagement (EXROE)
- Maps with area of interest and area of operations

- Tactical scenario prior to STARTEX
- An exercise timeline
- Equipment and facility setup timeline
- Exercise mission command structure
- Communications architecture
- Admin area layout
- Personnel requirements
- Equipment requirements
- I-AAR purpose, locations, and schedules
- Final I-AAR instructions
- General support requirements (buildings, motor pool)

D-2. Sample Directive

The sample exercise directive below can be changed according to the conditions of the rotation and the exercising brigade commander's training objectives.

EXPORTABLE COMBAT TRAINING CAPABILITY (XCTC)

 XCTC 00-00 EXERCISE DIRECTIVE   (Date)

I. General

   a. Purpose. Assign responsibilities for Exportable Combat Training Capability 00-00 activities, provide management controls, and prescribe policies and procedures for contractors, trainers, and exercising brigade with XCTC.

   b. References.
     (1) AR 220-1, Army Unit Status Reporting and Force Registration – Consolidated Policies, 15 Apr 10
     (2) AR 350-1, Army Training and Leadership Development, (RAR) 4 Aug 11
     (3) AR 350-28, Army Exercises, 9 December 1997
     (4) FM 3-90, Tactics, 4 Jul 11
     (5) FM 3-90.6, The Brigade Combat Team, 14 Sep 10,
     (6) FM 7-0, Training Units and Developing Leaders for Full spectrum Operations, 23 Feb 11
     (7) FM 7-15, The Army Universal Task List, w/Changes 1-9, 9 Dec 11
     (8) DA Pam 350-38, STRAC Manual, (RAR) XX XXX 2011
     (9) XCTC Training Directive (Draft 1), Training with the Exportable Combat Training Capability, 31 October 2006
     (10) Leader's Guide to After Action Reviews (AARs) dated September 2011

c. Facts
   (1) Focus on training at the Platoon level as designated by the exercising brigade Commander using Situational Training Exercise (STX) lanes.
   (2) Training location is (Training Center), (STATE).
   (3) XCTC Rotation will be supported with Instrumented AAR (I-AAR) capability for Platoon level STX and Live Fire Training.
   (4) Contractors will provide the Exercise Support Cell (ESC), Battlefield Effects (BFE), Battlefield Immersion (BFI), and Opposing Forces (OPFOR) support for all XCTC training. First U. S. Army will provide Observer Coach / Trainer (OC/T) support.
   (5) XCTC Rotation 00-00 will be conducted on (Dates). Battalion and brigade level mission command will be in place throughout the rotation providing a multi-echelon training environment. Units will conduct Individual Weapons Qualification (IWQ) and Crew-Served Weapons Qualification (CSWQ) prior to XCTC Rotation 00-00.

II. OPLAN XCTC 00-00

References
Time Zone Used Throughout

Task Organization

1. <u>Situation</u>
   a. Area of Interest
   b. Area of Operations
    (1) Terrain
    (2) Weather
   c. Enemy Forces
   d. Friendly Forces

2. <u>Mission</u>

3. <u>Execution</u>
   a. Commander's Intent
    (1) Key Tasks:
      1.
      2.
    (2) Endstate:
   b. Concept of Operation
    (1)
    (2)
      Exercise planning/preparation/execution/recovery milestones
      (a) (Dates) – IPC, (Training Center), (STATE).
      (b) (Dates) – MPC, (Unit) HQS,(STATE).
      (c) (Dates) – CDC, (Training Center), (STATE).
      (d) (Dates) – ROC Drill / Leader Recon, (Training Center), (STATE).
      (e) (Dates) – FPC, (Training Center), (STATE).
      (f) (Dates) – XCTC Academy, (Training Center), (STATE).
      (g) (Dates) – XCTC 00-00 execution, (Training Center), (STATE).
    (3) Tasks to Supporting Organizations.
   c. Coordinating Instructions

4. <u>Sustainment</u>
   a. Logistics
   b. Personnel
   c. Army health system support

5. Command and Signal
    a. Command
       (1) Locations
       (2) Succession of Command
       (3) LNOs
    b. Control
       (1) Command Posts
       (2) Reports
    c. Signal.

                                          _____
                                          Ranger Bell
                                          Exercise Director
                                          (Title-32 Commander)

ENCL
Exercise Rules of Engagement (EXROE)

Appendix E
Joint Visitors Bureau (JVB) Operations

E-1. General
    a. JVB operations are critical to a successful XCTC rotation. Many DV, and key leaders from local, State, and federal agencies observe training throughout the exercise.
    b. The JVB is the central coordinating agency for all personnel visiting the XCTC Rotation.
    c. DVs are senior military personnel or civilian equivalents. DVs consist of officers in the grade of O-6 and above but will also include officers of lesser rank holding an equivalent status to include ARNG branch chiefs and others designated as key personnel. DVs also include individuals retired from positions that initially afforded them DV status. A DV's party consists of all individuals traveling with the DV.
    d. Notify the ESC of all visits to the installation at least two weeks prior to the proposed visit dates.

E-2. JVB Task & Purpose
The JVB schedules and coordinates all support of DVs and other key personnel/agencies in order to provide central coordinating authority during the XCTC rotation.

E-3. JVB Responsibilities, Tasks, and Requirements
    a. ARNG-TRC and the ESC will provide:
        (1) General guidance and recommendations for observation of training events.
        (2) A list of proposed Army & ARNG DVs to the JVB during the FPC.
        (3) Draft itineraries of the DA and ARNG DVs to the JVB at least 2 weeks prior to the proposed visit.
        (4) XCTC specific briefings to the JVB, as required.
    b. State Headquarters – Exercising State JVB Operations will:
        (1) Establish JVB operations for the duration of the XCTC rotation IAW the time period agreed upon during the planning conferences.
        (2) Establish the JVB leadership with at least one field grade officer.
        (3) Maintain a consolidated roster in order to track DV attendance.
        (4) Account for all protocol functions for the exercise training State(s) and the exercise training brigade during the rotation.
        (5) Provide DVs with itineraries, coordinate DV escorts, all ground transportation & driver requirements, all logistic support, all billeting requirements, and other required capabilities and information, as necessary.
        (6) Plan, coordinate, and execute official visits, receptions, dinners, ceremonies, and other related protocol support for the exercising brigade.
        (7) Attend daily synchronization meetings as required.
        (8) Coordinate all media events, as required.
    c. Installation
        (1) Provide site-specific briefings to the JVB, as required.
        (2) Assist with planning, coordination, and execution of official visits, receptions, dinners, ceremonies, and other related protocol support, as required.
        (3) Provide recommendations and assistance to the JVB, as required.

Appendix F
Horse-Blanket Sample

	May 2020					Jun 2020															
	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
	27	28	29	30	31	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16

XCTC — XCTC Academy / COMEX / Validate / Rehearsal / **Mission Support**

XXth IBCT — TVL / PCC / Warfighter / C2/Mission Command

UNIT A (A, B, C, D(FSC)) — Travel / RSOI / PCC / STX Missions / Ready Event / PCC / STX / LFX / COMET / LFX / STX Missions / STX Missions / Ready Event / PCC / LFX / Mission Support / Ready Event / Mission Support

UNIT B (Sct, Mrt, A, B, C, D, E(FSC)) — Travel/RSOI / PCC/PCI OPORD / PCC / STX Missions / LFX Support / STX Missions / Ready Event / PCC / LFX / LFX Support / LFX / LFX / Ready Event / Recovery / Mission Support / Sup

UNIT C (Sct, Mrt, A, B, C, D, F(FSC)) — Travel/RSOI / RSOI / PCC / LFX / LFX Support / LFX / Ready Event / PCC / STX Missions / LFX Support / STX Missions / Ready Event / PCC / LFX / Mission Support

UNIT X (A, G(FSC)) — Travel/RSO / OPORD / STX Missions / Mission Support

UNIT Y (MP, CBRN, A, B, C) — Travel/RSOI / Readiness Event / Occ TAA / STX Missions / PCC / LFX / STX Missions / STX Support / Mission Support

	27	28	29	30	31	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
	May 2020					Jun 2020															

Glossary

AAR
after action review

ADVON
advanced echelon

AT
annual training

ATSC
Army Training Support Center

BCT
brigade combat team

BFE
battlefield effects

BFI
battlefield immersion

BLUFOR
blue (Friendly) forces

BUB
battlefield update brief

CB
concept brief

CDC
concept development conference

COB
civilian on the battlefield

COMEX
communications exercise

COP
common operating picture

CUB
commander's update brief

EAB
echelons above brigade

ENDEX
end of exercise

ESC
Exercise Support Cell

EXROE
exercise rules of engagement

FORSCOM
Forces Command

FPC
final planning conference

FRAGO
fragmentary order

HICON
higher control

I&C
Instrumentation and Communications

I-AAR
instrumented after action review

IBCT
infantry brigade combat team

IED
improvised explosive device

IPC
initial planning conference

IPR
in-progress review

JVB
joint visitor's bureau

LFX
live-fire exercise

MAARC
mobile after action review center

METL
mission essential task list

MFR
memorandum for record

MILES
multiple integrated laser engagement system

MPC
main planning conference

MTOE
modified table of organization and equipment

MTT
mobile training team

NLT
no later than

NOC
network operations center

OC/T
observer-coach/trainer

OPCON
operational control

OPFOR
opposing forces

OPORD
operations order

PTAE
Pre-mobilization training assistance element

RB
rotation brief

RF
radio frequency

ROC
Rehearsal of concept

RP
role players

RSO
Range Safety Officer

RSOI
reception, staging, onward movement, and integration

SINCGARS
Single Channel Ground and Airborne Radio System

SME
subject matter expert

SOI
signal operating instructions

STRAC
Standards in Training Commission

STX
situational training exercise

T&EO
training and evaluation outline

TAC
tactical analysis center

TAF
tactical analysis facility

TAG
The Adjutants General

TASC
Training Aids Service Center

TOC
tactical operations center

TRADOC
U.S. Army Training and Doctrine Command

TTP
tactics, techniques, and procedures

VBIED
vehicle-borne improvised explosive device

VISMOD
visual modification

Section II
Terms
This section contains no entries.

Section III
Special Abbreviations and Terms
This section contains no entries.