Training

eXportable Combat Training Capability (XCTC)
This is a new publication.
Training

Army National Guard Exportable Combat Training Capability

By Order of the Director Army National Guard:

Timothy J. KADAVY
Lieutenant General, GS
Director, Army National Guard

Official:

Charles Baldwin
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

Contents (listed by paragraph and page number)

Chapter 1
General Information, page 1
XCTC Program, Key tasks, and End State • 1-1, page 1

Chapter 2
Responsibilities, page 1
Director, Army National Guard (DARNG) • 2-1, page 1
Chapter 3
Rotation Planning, Execution and Recovery, page 4

Section I
General • 3-1, page 4

Section II
Planning Phase, page 5
XCTC Program Support • 3-2, page 5
Planning Conferences • 3-3, page 6
Range Control • 3-4, page 6
Lane Books • 3-5, page 6
Exercise Directive • 3-6, page 6
Exercise Rules of Engagement (EXROE) • 3-7, page 6
OC/T Requirements • 3-8, page 6
Horse-Blanket • 3-9, page 7
Standards of Proficiency for exercising brigades • 3-10, page 7
Training Ammunition • 3-11, page 8
Multiple Integrated Laser Engagement System (MILES) • 3-12, page 8
Joint Visitors Bureau (JVB) and Public Affairs Office (PAO) • 3-13, page 8
XCTC Academy • 3-14, page 9

Section III
Execution Phase, page 9
General • 3-15, page 9
Reception, Staging, Onward Movement, and Integration (RSOI) • 3-16, page 9
Battle Rhythm • 3-17, page 9
After Action Reviews (AAR) • 3-18, page 11

Section IV
Recovery Phase, page 11
Recovery • 3-19, page 11

Appendixes
A. References, page 12
B. XCTC Planning and Sequence Timeline, page 13
C. XCTC Planning Conference Tasks
D. Exercise Directive, page 17
E. Joint Visitors Bureau (JVB) Operations, page 20
F. Horse-Blanket, page 21
Figure List

Figure 2-1: XCTC Organizational Chart, page 2
Figure 3-1. Overview of a typical 21-day XCTC Rotation, page 9
Figure 3-2. Sample ESC Battle Rhythm, page 10
Figure F-1. Horse-blanket Sample, page 21

Glossary, page 22
This page intentionally left blank
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 tailor able 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.
1. 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.

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

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

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

5. 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.

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 XTC 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).

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.

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

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

#### XCTC Planning Conference Tasks

<table>
<thead>
<tr>
<th>IPC Tasks</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publish Commander’s Initial Planning Guidance</td>
<td>ARNG</td>
</tr>
<tr>
<td>Publish Commander’s Intent &amp; Mission Statement</td>
<td>BDE</td>
</tr>
<tr>
<td>Develop Scenario/Mission sets. (PLT/CO STX Lanes/PLT LFX)</td>
<td>BN</td>
</tr>
<tr>
<td>Develop Overall logistics Concept of Support</td>
<td></td>
</tr>
<tr>
<td>Identify XCTC Training Objectives at platoon, company, and staff level</td>
<td></td>
</tr>
<tr>
<td>Determine size and scope of BDE CPX</td>
<td></td>
</tr>
<tr>
<td>Identify /synchronize competing training requirements,(NET, IWQ, CSWQ)</td>
<td></td>
</tr>
<tr>
<td>Publish Task Organization (Troop/Equipment Lists)</td>
<td></td>
</tr>
<tr>
<td>Publish conference calendar and planning timeline</td>
<td></td>
</tr>
<tr>
<td>Identify initial training site requirements</td>
<td></td>
</tr>
<tr>
<td>Initial estimates for:</td>
<td></td>
</tr>
<tr>
<td>• MILES requirements/request. (Based on number of personnel and vehicles)</td>
<td></td>
</tr>
<tr>
<td>• Class V requirements/request</td>
<td></td>
</tr>
<tr>
<td>• Instrumentation requirements and basis of issue plan to vehicles</td>
<td></td>
</tr>
<tr>
<td>• Identify initial 156-R shortages</td>
<td></td>
</tr>
<tr>
<td>• OPFOR requirements</td>
<td></td>
</tr>
<tr>
<td>Identify Observer Controller / Trainer (OC/T) requirements</td>
<td></td>
</tr>
<tr>
<td>Initial exercise design/concept</td>
<td></td>
</tr>
<tr>
<td>Initial exercise support requirements</td>
<td></td>
</tr>
<tr>
<td>Initial exercise communications plan</td>
<td></td>
</tr>
<tr>
<td>AT site planning, coordination and requirements:</td>
<td></td>
</tr>
<tr>
<td>• RSOI, Reset, &amp; Recovery Plan – air, ground, rail, &amp; logistics ground transportation requirements: tactical vehicles, bus, GSA, rentals</td>
<td></td>
</tr>
<tr>
<td>• Contracting requirements</td>
<td></td>
</tr>
<tr>
<td>• Power generation to life support areas (as required)</td>
<td></td>
</tr>
<tr>
<td>• Laundry (as required)</td>
<td></td>
</tr>
<tr>
<td>• MILES contact team support</td>
<td></td>
</tr>
<tr>
<td>• Identify initial troop and equipment lists</td>
<td></td>
</tr>
<tr>
<td>Identify complete State support requirements (HICON, OPFOR, JVB, Site support, live fire range support, equipment loans/support requests)</td>
<td></td>
</tr>
<tr>
<td>• Billeting for exercise support personnel in cantonment area</td>
<td></td>
</tr>
<tr>
<td>• DFAC/subsistence plan for exercise support personnel in cantonment</td>
<td></td>
</tr>
<tr>
<td>• 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)</td>
<td></td>
</tr>
<tr>
<td>Draft MPC requirements/MOI</td>
<td></td>
</tr>
<tr>
<td>Begin to assemble information IOT write the Exercise Directive</td>
<td></td>
</tr>
<tr>
<td>Identify initial STX training concepts</td>
<td></td>
</tr>
<tr>
<td>Identify initial LFX training concepts</td>
<td></td>
</tr>
<tr>
<td>Identify units to support Army Total Force Policy- RC/AC/Other NG participants</td>
<td></td>
</tr>
<tr>
<td>MPC Tasks</td>
<td>Organization</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Refine Commander’s Planning Guidance</td>
<td>ARNG</td>
</tr>
<tr>
<td>Refine Commander’s Intent &amp; Mission Statement</td>
<td>BDE</td>
</tr>
<tr>
<td>Review of the Mission sets to ensure MET and OBJ T compliance</td>
<td>BN</td>
</tr>
<tr>
<td>Finalize scenario/mission sets</td>
<td></td>
</tr>
<tr>
<td>Finalize Mission Book &amp; OC/T Book contents</td>
<td></td>
</tr>
<tr>
<td>Complete overall logistics concept of support</td>
<td></td>
</tr>
<tr>
<td>Finalize XCTC training objectives at platoon, company, and staff level</td>
<td></td>
</tr>
<tr>
<td>Finalize CPX plan</td>
<td></td>
</tr>
<tr>
<td>Continue to identify and synchronize competing training requirements</td>
<td></td>
</tr>
<tr>
<td>Finalize task organization (Troop/Equipment lists)</td>
<td></td>
</tr>
<tr>
<td>Conduct MILES coordination and planning with XCTC, installation, and NGB.</td>
<td></td>
</tr>
<tr>
<td>Prepare MILES Request memo for submission to NGB.</td>
<td></td>
</tr>
<tr>
<td>Finalize BFE and BFI requirements for the exercise.</td>
<td></td>
</tr>
<tr>
<td>Finalize Instrumentation requirements.</td>
<td></td>
</tr>
<tr>
<td>Finalize OC/T requirements.</td>
<td></td>
</tr>
<tr>
<td>Finalize OPFOR requirements.</td>
<td></td>
</tr>
<tr>
<td>Finalize aviation requirements</td>
<td></td>
</tr>
<tr>
<td>Refine USAR support / other enablers (Laundry and bath unit)</td>
<td></td>
</tr>
<tr>
<td>Refine conference calendar and planning timeline</td>
<td></td>
</tr>
<tr>
<td>Refine general areas of responsibility</td>
<td></td>
</tr>
<tr>
<td>Refine training site requirements</td>
<td></td>
</tr>
<tr>
<td>Refine estimates for:</td>
<td></td>
</tr>
<tr>
<td>• 156-R shortages</td>
<td>S4</td>
</tr>
<tr>
<td>• GFE requirements list</td>
<td>S4</td>
</tr>
<tr>
<td>• AT site planning / coordination</td>
<td>S3</td>
</tr>
<tr>
<td>• RSOI, reset, and recovery plant (Air/Ground/Rail/Logistics)</td>
<td>Staff / S3</td>
</tr>
<tr>
<td>• Ground transportation requirements (Tactical vehicles/Bus/GSA/Rentals)</td>
<td>S3/ S4</td>
</tr>
<tr>
<td>Contracting requirements</td>
<td></td>
</tr>
<tr>
<td>• Chemical latrines (by quantity and location)</td>
<td>S3/ S4</td>
</tr>
<tr>
<td>• Power generation to life support areas (if required)</td>
<td>S4</td>
</tr>
<tr>
<td>• MILES contact team support</td>
<td>S4</td>
</tr>
<tr>
<td>• Complete facilities, training areas, and range requests</td>
<td>S3</td>
</tr>
<tr>
<td>Troop and equipment lists / identify instrumentation requirements</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>Complete State support requirements (HICON, OPFOR, JVB, site support,</td>
<td>JFHQ</td>
</tr>
<tr>
<td>equipment)</td>
<td></td>
</tr>
<tr>
<td>Identify billeting for exercise support personnel in cantonment area</td>
<td>S4</td>
</tr>
<tr>
<td>DFAC / subsistence plan for exercise support personnel in cantonment area</td>
<td></td>
</tr>
<tr>
<td>Identify work areas in cantonment for White Cell (Logistics), JVB, HICON</td>
<td>S4</td>
</tr>
<tr>
<td>Refine exercise communications plan</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>Draft FPC requirements / MOI</td>
<td>S6</td>
</tr>
<tr>
<td>Assemble documents and information IOT write the Exercise Directive</td>
<td>ESC</td>
</tr>
<tr>
<td>Refine STX training concepts and draft LFX execution scheme for required ranges</td>
<td>ESC  S3  S3</td>
</tr>
<tr>
<td>FPC Tasks</td>
<td>Organization</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Commander’s Refine Planning Guidance</td>
<td>CDR</td>
</tr>
<tr>
<td>Commander’s Refine Intent &amp; Mission Statement</td>
<td>CDR</td>
</tr>
<tr>
<td>Validate Scenario/Mission sets</td>
<td>ESC</td>
</tr>
<tr>
<td>Complete Logistics Concept of Support</td>
<td>ESC</td>
</tr>
<tr>
<td>Validate XCTC Training Objectives at unit level</td>
<td>S3</td>
</tr>
<tr>
<td>Validate CPX plan</td>
<td>ESC</td>
</tr>
<tr>
<td>Complete competing training requirements SCRUB (NET, IWQ, CSWQ, etc.)</td>
<td>ESC</td>
</tr>
<tr>
<td>Final Task Organization (Troop/Equipment Lists)</td>
<td>S3</td>
</tr>
<tr>
<td>Update Conference Calendar &amp; Planning Timeline</td>
<td>ESC</td>
</tr>
<tr>
<td>Finalize general areas of responsibility</td>
<td>ESC</td>
</tr>
<tr>
<td>Finalize training site requirements</td>
<td>ESC</td>
</tr>
<tr>
<td>Finalize exercise communications plan</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>Complete estimates for:</td>
<td></td>
</tr>
<tr>
<td>• MILES requirements/request</td>
<td>ESC</td>
</tr>
<tr>
<td>• Class V requirements/request.</td>
<td>ESC</td>
</tr>
<tr>
<td>• Instrumentation requirements and basis of issue plan to units/vehicles</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>• 156-R shortages</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>• OPFOR requirements</td>
<td>ESC</td>
</tr>
<tr>
<td>• Observer Controller/ Trainer (OC/T) requirements</td>
<td>ESC</td>
</tr>
<tr>
<td>Validate Exercise Design/Concept</td>
<td>ESC</td>
</tr>
<tr>
<td>Complete Exercise Support Requirements</td>
<td>ESC</td>
</tr>
<tr>
<td>Update OC/T Coverage &amp; Requirements for STX training Plan</td>
<td>ESC</td>
</tr>
<tr>
<td>Complete AT site planning, coordination &amp; requirements.</td>
<td></td>
</tr>
<tr>
<td>• RSOI, Reset &amp; Recovery Plan – Air, Ground, Rail, &amp; Logistics (as</td>
<td>ESC/ I&amp;C</td>
</tr>
<tr>
<td>Applicable)</td>
<td></td>
</tr>
<tr>
<td>• Ground transportation requirements: tactical vehicles, bus, GSA,</td>
<td>Staff</td>
</tr>
<tr>
<td>rentals</td>
<td></td>
</tr>
<tr>
<td>Contracting Requirements</td>
<td></td>
</tr>
<tr>
<td>o Chemical Latrines (quantity &amp; Location)</td>
<td>ESC</td>
</tr>
<tr>
<td>o Power generation to life support areas</td>
<td>ESC</td>
</tr>
<tr>
<td>o MILES contact team support</td>
<td>S3</td>
</tr>
<tr>
<td>• Complete facilities, training areas, and range requests</td>
<td>ESC</td>
</tr>
<tr>
<td>• Complete troop and equipment lists/finalize instrumentation</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>requirements</td>
<td>S4</td>
</tr>
<tr>
<td>Update State support requirements (HICON, OPFOR, JVB, Site support,</td>
<td>ESC</td>
</tr>
<tr>
<td>equipment loans/support requests)</td>
<td></td>
</tr>
<tr>
<td>Billeting for exercise support personnel in cantonment area</td>
<td>S4</td>
</tr>
<tr>
<td>DFAC/subsistence plan for exercise support personnel in cantonment area</td>
<td>S4</td>
</tr>
<tr>
<td>Work areas in cantonment for any required exercise support cells such</td>
<td>ESC</td>
</tr>
<tr>
<td>as White Cell (Logistics), JVB, HICON (if provided by JFHQ), Green</td>
<td></td>
</tr>
<tr>
<td>Cell (firing range support)</td>
<td></td>
</tr>
<tr>
<td>Verify completed exercise communications plan</td>
<td>I&amp;C</td>
</tr>
<tr>
<td>Verify completed STX training plan</td>
<td>ESC</td>
</tr>
<tr>
<td>Verify completed LFX training plan</td>
<td>S3</td>
</tr>
<tr>
<td>Verify completed OPFOR training plan</td>
<td>ESC</td>
</tr>
<tr>
<td>Conduct site recons of all lanes, training areas and logistical support</td>
<td>ESC</td>
</tr>
<tr>
<td>areas.</td>
<td></td>
</tr>
<tr>
<td>Conduct/Schedule Combined Arms Rehearsal (CAR) of all phases of XCTC</td>
<td>ESC</td>
</tr>
</tbody>
</table>
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. Situation
   a. Area of Interest
   b. Area of Operations
      (1) Terrain
      (2) Weather
   c. Enemy Forces
   d. Friendly Forces

2. Mission

3. Execution
   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. Sustainment
   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

Mission Support

XXth IBCT

UNIT A
A
B
C
D(FSC)

UNIT B
Sct
Mrt
A
B
C
D
E(FSC)

UNIT C
Sct
Mrt
A
B
C
D
E(FSC)

UNIT X
A
B
C
D(FSC)

UNIT Y
MP
CBRN
A
B
C

May 2020

Jun 2020
Glossary

Section I
Abbreviations

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.