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HQ, 2d Armored Cavalry  
Regiment  
BAGHDAD, IRAQ  
1301930L AUG 03

This WARNO has been reviewed and approved for release by [redacted]

References:

Enclosure 1 (Minimum standards for Regimental holding areas] to Frago XX to OPORD 03-XX

Subject: Guidance on minimum standards for brigade holding areas

References: **Change**

a. Geneva convention IV relative to the protection of civilian persons in time of war, Article 76, 12 august 1949.

b. 1AD Frago 383A [General Order – Civilian or Detainee Maltreatment] to OPORD 03-215 (Iron Stability)

Time zone used throughout this order: Delta

Task Organization: [no change]

1. Situation. **Change**

a. 2 ACR will establish Regimental Holding Area (RHA) on Mule Catcher Base (2-37AR Facility) NLT XX1200SEP03. This RHA exist to temporarily hold individuals who have been detained pending magisterial review of their case at the coalition holding facility and criminal prosecution in an Iraqi court if warranted.

b. Detainees will not remain at the RHA for more than 72 hours. Criminal detainees will be transferred to the coalition holding facility and security internees will be transferred to the division interrogation facility after that time.

2. Mission. **Change.** Detainees will be treated by all forces with personal dignity and in accordance with international humanitarian law.

3. Execution. **Change**

a. Commander's Intent. No change

b. Concept of the operation. No Change

c. Tasks to subordinate units. **Change**

(1) All subordinate RHA will comply with the following minimum requirements for the protection and provision of RHA detainees:

(a) Detainees will enjoy conditions of food and hygiene sufficient to keep them in good health. At a minimum, the following requirements must be met.

(1) Shelter: overhead cover. If using a fully enclosed shelter, ensure that sufficient ventilation is available to prevent heat injuries to detainees. If using an open-sided shelter, ensure that siding is available (such as roll-down canvas) for inclement weather.

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CORR-101, did 9 Nov 01

(2) Hygiene: Holding units must ensure that the following are available to detainees: sanitary latrine facilities for detainees inside the security perimeter; wash basins and water for personal hygiene purposes (showers are not necessary for detainees held less than 72 hours); necessary equipment (such as mops and buckets) for cleaning holding shelters/cells.

(3) Sleeping areas: Units will provide cots (without end poles) and sleeping mats or pads. Blankets will be available for periods of inclement weather.

(4) Security: Units will provide an outer perimeter, such as a fence line, topped with barbed wire, a triple standard concertina fence, or non-scalable wall. All entry points must have gates or doors with locks that provide resistance to escape equal or greater than the remainder of the perimeter. Holding cells must lock from the outside. Holding areas must have a second perimeter fence. Detainee shelters will be within the second perimeter. Armed guard forces must be of sufficient size to control all access points to the outer perimeter, and be capable of over watching the remainder of the facility from a tower or rooftop.

(5) Medical: Detainees will receive emergency medical attention from coalition forces if necessary.

(6) Segregation: Women and minors will be detained separately from adult male detainees.

(7) Detainee property: Property that has been collected as evidence or for safekeeping will be inventoried, tagged, and preserved.

(8) Protection of detainees: RHA guards will act to protect detainees from the harmful actions of other detainees, guards, or external forces.

d. Coordinating instructions. **Change**

(1) POC for this Frago is SJA, Chief of Operational law, DSN XXX-XXXX.

4. Service Support. No Change

5. Command and Signal. No Change

Acknowledge

Official:

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Training  
**JOINT TRAINING EXERCISES**

**History.** This regulation supersedes FORSCOM regulation 350-5, dated 1 May 1990.

**Summary.** This regulation provides policy and guidance for FORSCOM units' preparation for and participation in Chairman, Joint Chiefs of Staff (CJCS) joint training exercises.

**Applicability.** This regulation applies to all FORSCOM units participating in or supporting CJCS approved joint training exercises. (See FORSCOM/ARNG regulation 350-23, FORSCOM Mobilization Exercise Program, for additional guidance regarding CJCS-sponsored Command Post Exercise (CPX)).

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

**Changes.** Changes to this regulation are not official unless they are authenticated by the Deputy Director, Chief Information Office (CIO), 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Users will destroy changes on their expiration dates unless sooner superseded or rescinded.

**Suggested improvements.** The proponent of this regulation is the DCSOPS, FORSCOM. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

**Restrictions.** Approved for public release; distribution unlimited.

FOR THE COMMANDER:

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**SIGNED**  
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**Copies furnished:** HQDA(DAMO-TRO); DALO; DAEN; DAAG; DAIG; DAJA; DSGS; DAPC; DAMH; HSC; TRADOC; AMC; MDW; USAREUR and Seventh Army; USARPAC; USARSO; INSCOM; Eighth U.S. Army; FORSCOM (AFCI-A) (record copy).

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**CHAPTER 1**  
*General*

**1-1. Purpose**

a. The purpose of this regulation is to prescribe policy, procedures, and responsibilities relative to planning for, participation in, and support of joint training exercises which are part of the Chairman, Joint Chiefs of Staff (CJCS) Five-Year Joint Training Exercise Program.

b. The Army must train to fight jointly with sister services and as a member of a combined force with our allies. Joint and combined training offer an unparalleled peacetime opportunity to exercise and refine warfighting capabilities of both active and reserve components. Such training enables units to apply joint and combined doctrine and tactics, rehearse the techniques and procedures of integrated command and control, and challenge the full range of problems associated with operational and logistical interoperability (to include deployment and redeployment).

**1-2. References**

Required and related publications are listed in **Appendix B**.

**1-3. Explanation of Terms**

Abbreviations and special terms used in this regulation are explained in the **Glossary**.

**1-4. Responsibilities**

a. The CJCS, is responsible for formulating policies for the joint training of the Armed Forces, coordinating the development of joint training requirements, coordinating CINCs Joint Training Plans and managing the CJCS Joint Training Plan (JTP). A significant part of the JTP is the Joint Training Exercise Schedule.

b. Commanders in Chief of Unified Commands are responsible for conducting joint training to ensure the effective conduct of joint operations within their areas of responsibility. Specifically, CINCs are responsible for --

(1) Providing authoritative direction to subordinate commanders regarding all aspects of joint training.

(2) Coordinating and approving those aspects of training necessary to carry out assigned missions.

(3) Documenting CINC joint training requirements through development of joint mission essential task lists (JMETL).

(4) Developing and updating, annually, CINC joint training plans that integrate resources available to meet joint training requirements.

(5) Forwarding CINC JMETL and joint training plans to the Chairman, CJCS, for coordination.

(6) Providing, as appropriate, forces for training in support of other CINCs exercise requirements.

(7) Promulgating deployment/redeployment guidance consistent with resource limitations and generally accepted lead time planning parameters to exercise players. This includes air/sealift allocations when appropriate.

c. Sequence.

(1) The CJCS hosts the Worldwide Training Conference annually in September. The purpose of this conference is to provide updated training guidance, resource allocations and to note potential exercise scheduling problems. This conference sets the context for the CINC sponsored scheduling conferences.

(2) The CINCs develop their Five Year Exercise Plan and priorities and host their annual scheduling conference during the first quarter of each fiscal year (FY).

(3) The CINCs submit their draft Five Year Exercise Plan to CJCS in January of each year.

(4) The office of the Joint Staff hosts a worldwide exercise scheduling conference annually, usually in February. The CJCS conference results are published in June or July as the CJCS Joint Training Plan JTP.

(5) The CJCS Joint Exercise Schedule is the basis for FORSCOM designation of units or selection of type unit and publication of the requirements list for each JT. The schedule of exercises in which FORSCOM forces are desired is published annually in FORSCOM Circular 350-10-YR. The circular requests major FORSCOM commands nominate units to fill the type unit requirements and/or provide their comments on the program. Unit selection is normally based on -

- (a) OPLAN/CONPLAN relationships.
- (b) Unit mission.
- (c) Availability of unit.
- (d) Availability of funding.
- (e) Date of last exercise participation.

## **CHAPTER 2**

### **Implementation**

#### **2-1. General**

Individual force requirements for each exercise are identified in FORSCOM Circular 350-10 series for the current FY and for the next four consecutive FYs. The participant lists are tentative and subject to refinement during the exercise planning process based on the supported CINCs scenario, force apportionment, funding, airlift/sealift availability, and available active and reserve component forces. Where possible, scheduled forces, dates, and location(s) are stabilized 24 months before the exercise.

#### **2-2. Command Relationships**

a. Command. Commanders of FORSCOM units retain command of assigned forces participating in joint exercises.

b. Operational Control. Operational control (for exercise purposes) of forces participating in exercises is assumed by the designated headquarters as specified in exercise operation orders/plans. Typically, transfer of operational control may occur when a specified geographical location is passed enroute or upon arrival at the initial port/exercise location, and reverts to the parent command upon departure from the last maneuver area/designated enroute stop to home station. Exercise directives contain detailed change of operational control instructions.

#### **2-3. FORSCOM Action Agent (FAA)**

a. The term FAA refers to the commander appointed to coordinate FORSCOM support of a joint training exercise. The authority of designated FAA is limited to implementing actions in support of joint training exercises and will not be construed as authorization to circumvent the normal chain of command or expand the tasking authority of the commander designated. The FAA is normally the senior participating FORSCOM commander/headquarters or major subordinate command providing the greatest number of units/personnel to the exercise.

b. The commander designated as FAA may appoint a subordinate commander as his representative to perform FAA functions. However, this does not relieve the FORSCOM designated commander of his assigned responsibilities as the FAA.

c. The FAA is authorized direct coordination with supported headquarters, supporting headquarters, agencies, and FORSCOM participating units as required for preparing, deploying, participating, redeploying and reporting in conjunction with an assigned exercise. Coordination with DA or CJCS is not authorized.

d. The FAA will provide information copies of all correspondence initiated, to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

e. Specific tasks performed by the FAA will vary according to the requirements dictated by the specific exercise but will, as a minimum, include those actions required by exercise operation plans/orders, those actions delineated throughout this regulation, and those actions specified in the FAA appointment message. These tasks, as required, may include but are not limited to the following:

(1) Request from HQ FORSCOM, those units, individuals, or equipment required for conducting the exercise, but that are not available from forces assigned to the FAA or provided by the published exercise troop list. Submit requests for units and individual/equipment augmentation to reach HQ FORSCOM not later than 90 days before the desired reporting date. Exceptions to the 90-day advance submission criteria must be fully justified. For additional information on augmentation see FORSCOM AR 350-12 and AR 614 -11.

(2) Provide appropriate administrative, financial, and logistical support to troop listed participants.

(3) Establish financial service requirements.

(4) For CONUS exercises, appoint or coordinate with host installation for an exercise claims director. Establish and operate an exercise claims organization.

(5) Plan and coordinate with HQ FORSCOM for the intra CONUS/inter theater portions of movement planning. The FAA has the responsibility for establishing liaison with player units to allocate airlift/sealift capability within that given for the FORSCOM troop listed units. Specific requirements include as appropriate, the following:

(a) The FAA is responsible for coordination of Arrival/Departure Airfield Control Group (A/DACG) requirements in the OCONUS AOR. Headquarters, FORSCOM tasks/coordinates for CONUS A/DACG support.

(b) Coordinate the movement of Army forces from the airhead/railhead to initial maneuver area location.

(c) Accomplish any other movement instructions issued for each specific exercise.

(6) Prepare plans supplementing the Exercise Director's General Plan for emergency redeployment. This plan may be classified; code words will be used in accordance with AR 380-150, Access to and Dissemination of Restricted Data.

(7) If a dual-support or neutral force is employed, provide mission instructions to the force commander to accomplish tasks contained in the exercise general plan. Typical tasks for this type force include actions to ensure drop zone safety, air item recovery assistance, environmental inspections, maneuver damage inspections and repair, exercise fire marshal activities, actual aeromedical evacuation, and specific supply and maintenance functions.

(8) Issue necessary administrative and logistical instructions to exercise units including financial service arrangements (civilian pay, military pay, and check cashing). These instructions should include the field dates for the exercise and what support will be provided to the participants including rations, quarters, laundry, and sundry packs.

(9) Coordinate use of fixed medical facilities to provide care for actual casualties who require treatment beyond the capabilities of field type medical facilities.

(10) Appoint, or coordinate for, an Army exercise safety director to ensure safety considerations commensurate with the mission are applied to all phases of the exercises.

(11) Request, through FORSCOM, appropriate commodity command technical representatives to assist in resolving equipment operation, maintenance, and supply problems before, during, and after completion of an exercise.

(12) Coordinate facilities and/or military engineer support with the host command.

(13) Prepare exercise concepts and plans with sufficient lead time for the preparation of environmental assessments, construction materiel estimate preparation, requisition of materiel and completion of land use permits/agreements with installations, states, Federal entities or host nations.

(14) Forecast budget, manage, and report on the use of funds. Reports required are explained in Chapter 7.

(15) Coordinate land acquisition, maneuver rights, maneuver damage control, and environmental actions as contained in Chapter 15.

(16) Establish contractual requirements.

f. The TRADOC installation commanders may be designated FAAs or subagents.

(1) Headquarters, FORSCOM will obtain concurrence of Commander, TRADOC, before designating a TRADOC installation commander FAA or subagent.

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(2) The TRADOC installation commanders designated FAA will adhere to the provisions of this regulation.

(3) Specific tasking authority and chain of command must be addressed in all areas.

(4) Subagent responsibilities and relationship to the FAA will be determined at the time of designation and will be limited to base and logistical support.

### 2-4. Environmental Assessment, Land Acquisition, and Maneuver Areas (See Chapter 15)

### 2-5. Budgeting and Funding

a. Forces Command provides funds to support incremental costs (over and above normal operating) of FORSCOM unit pre and post exercise support activities. Funds are also provided to cover incremental costs of participation in CINCUSACOM and USCINCCENT scheduled/sponsored CJCS approved exercises. Incremental participation costs associated with other CINC scheduled/sponsored exercises is the responsibility of the Army component of the scheduling command e.g. EUCOM/USAREUR, SOUTHCOM/USARSO. Funded levels are based on the program level, the requirements and priorities established by FORSCOM, and the requirements of the exercise participants. The Preliminary Planning Estimate, Preliminary Budget Estimate, and Field Budget Estimate (discussed in paragraphs 2-5b and 7-3a-f) are the primary documents upon which CJCS exercise cost estimates are reported to FORSCOM. The installation Command Operating Budget (COB), or other budget reporting requirements may (as applicable) also be used as methods of reporting CJCS exercise costs. Only those incremental costs (over and above normal operations) resulting from participation in the exercise will be reported. Normal operating costs of the unit will not be included.

(1) Normal operating costs are those costs that would be incurred by a unit for training at home station instead of participating in a CJCS approved exercise. These costs are not exercise costs as defined by this regulation or AR 350-28 and are not reimbursable with Army Support Dollars (ASD).

(2) Detailed funding guidance and definitions are provided in AR 350-28.

(3) Examples of properly and improperly chargeable obligations are found in AR 350-28, Appendix B. Additional examples and clarification are at **Appendix A** to this regulation.

(4) No Operation and Maintenance Army (OMA) (also called P2), Operation and Maintenance Army Reserve (OMAR), ASD, or PH/IT funds will

be used for strategic deployment/redeployment airlift of troops during CJCS exercises unless expressly approved in advance by CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

b. Exercise OMA funds will be administered as follows:

(1) All OMA Program 2 (AMS 116011) funds furnished by FORSCOM, for conducting CJCS exercises will be allocated to the FAA.

(2) There are four separate funding reports required in support of each exercise.

(a) Preliminary Planning Estimate due 30 days after FAA tasking message is issued.

(b) Preliminary Budget Estimate due 180 days prior to the earliest announced exercise inclusive date.

(c) Field Budget Estimate due 90 days prior to earliest announced exercise inclusive date.

(d) Final Cost Report due 90 days after the last exercise employment date.

(e) In all cases a Final Cost Report will be submitted by 15 October for exercises ending less than 90 days prior to 30 September or extending into a new fiscal year. These reports will only address funds obligated through the end of the current fiscal year.

(f) All reports will use FORSCOM Form 253-R, Field Budget Estimate/Final Cost Report except for the PPE which may be submitted in Memorandum format. Reports will be addressed to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Detailed instructions for the preparation and submission of these reports are provided in Chapter 7 of this regulation.

(3) Withdrawal of excess funds will normally occur after the submission of the Final Cost Report and the funds are declared excess by the FAA.

(4) Requests for additional funds will be forwarded to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

c. Port Handling/Inland Transportation (PH/IT) funds will be administered as follows:



(1) The PH/IT funds are joint funds whose use is governed by an agreement between the HQDA and the CJCS. Funds are provided by CJCS through the Services to cover costs associated with the loading/unloading of ships and surface contract movement of people or equipment. Specific restrictions and application are outlined in AR 350-28. Funds provided to the FAA are for CONUS port handling and commercial line haul expenses except for CINCUSACOM and USCINCCENT exercises. In the case of the latter two commands funds are to cover both CONUS and OCONUS expenses.

(2) All PH/IT funds in support of a particular exercise will be distributed to the FAA. The FAA is responsible for funding the movement of authorized FORSCOM unit equipment, personnel, and coordinating with the Military Traffic Management Command (MTMC) for PH services.

(3) The accounting classification for PH/IT funding is 97\*0100.0112. Project codes are used to identify type of funding (PH or IT) and the specific exercise. Project codes are presented in the following format: 50\*zzz, where \* = 1 for PH and 2 for IT; zzz = numerical AR 37-100 designator for the specific exercise (*Note: these project codes remain with an exercise regardless of the FY i.e., 501534 is the PH code for BRIGHT STAR 96 in all FY*).

(4) The IT funds can be used for unit equipment established on the Automated Unit Equipment List (AUEL) for units actually trooplisted on the CJCS exercise plan. Any other unit equipment or equipment from a non troop listed unit will be transported at the expense of the deploying unit. The IT funds can also be used for equipment loaned to trooplisted ad hoc (non TO&E or TDA) forces even though loaning units are not trooplisted to participate in the exercise.

(5) The FAA is responsible for assembling and reconciling all Government Bills of Lading (GBL) and accurately reporting the costs in the Final Cost Report.

(6) Charges for PH, contracted by MTMC, will be verified by the FAA. Verification will be accomplished by applying the MTMC Port Handling Billing Rates from DA Circular 55-XX-3 (the XX indicates the fiscal year) against the AUEL for the exercise. The FAAs should provide MTMC not more than the amount of anticipated PH funds generated from this calculation. Direct coordination between the FAA and MTMC is authorized and recommended.

(7) The PH/IT funds should be requested only when a valid contract or Government Bill of Lading (GBL) is about to be executed, and should be obligated as soon after receipt as possible. Installa-

tions are encouraged to expeditiously return excess PH/IT funding to CDR, FORSCOM. The U.S. Army Finance and Accounting Office provides a periodic report of PH/IT obligations to HQDA and CJCS. This report provides the status of distributed versus obligated funds and is used by both DA and CJCS in approval of funds requests.

d. Commercial Ticket Program (CTP) funding is provided for small group/individual (people only) movement by commercial airline to/from an exercise. Only troop listed units on the exercise TPFDL are eligible to use the CTP. The CTP funds are joint funds and can only be used for a specific purpose. Details on use and restrictions are contained in AR 350-28.

(1) Funds are provided by CJCS to the Services. The DA provides a quarterly allocation to MACOMs.

(2) The USTRANSCOM recommends use of the CTP to the exercise sponsor. After concurrence by the exercise sponsor USTRANSCOM will send a message to the exercise scheduling command and Services authorizing the movement. The message will include an authorization number, specific ULN authorized to use CTP, unit name, number of PAX, point of origin/destination (if not classified), and total dollar amount authorized to expend. The exercise scheduling command is responsible for sending an action message to the appropriate supporting commands. The CDR, FORSCOM will forward this message to the FAA along with the total amount of funds authorized.

(3) The accounting classification for CTP funding is the same as PH/IT and project code format is the same with the \* equaling 3 (see para 2-5c.(3) for examples).

(4) Use of exercise or unit OMA to purchase airline tickets in support of a CJCS approved exercise is **not authorized** unless expressly stated in writing by CDR, FORSCOM.

## 2-6. Finance

a. See Chapter 16 for detailed discussion of finance data.

b. The FAA will --

(1) Furnish an administrative memorandum (sample format for this memorandum is in AR 37-106, **Figure 3-8**) to participants eligible for per diem. Format should --

(a) Cite the applicable regulations of the host service that will govern per diem entitlements.

(b) Include a statement indicating dates during, before, and/or after the exercise when Government quarters and/or mess were not available to the participant, when appropriate.



c. Joint tests approved for evaluation in conjunction with a JT will be announced in the exercise general plan/operation plan.

d. Costs directly attributable to the conduct of tests during a joint exercise will be provided by the respective test organization within each service/agency to the participating units.

**2-10. Exercise Terms/Nicknames**

a. Exercises and unclassified project/missions are given a two-word exercise term/nickname and may be used more than once providing it is followed by a numeral (e.g., BRAVE SHIELD XX (U)). Single word designation will not be used for this purpose (AR 380-5, Appendix C).

b. Exercise terms desired for any exercise must be reported to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, through command channels for approval and to ensure the CJCS and DA nickname base data file are kept current.

**2-11. Alerting Procedures for Joint Exercises**

Some exercises will use alerting procedures as an integral part of the exercise. If used, CDR, FORSCOM will announce the appropriate exercise alerts through installation commanders. Procedures to be followed will be as outlined in the appropriate joint exercise general plan/operation plan.

**2-12. Public Affairs**

The Public Affairs mission is to keep the American people informed of military activities to the maximum extent possible consistent with OPSEC and personnel safety, as well as to provide public affairs support to the exercise director. Detailed responsibilities of public affairs participants in joint exercises are contained in Chapter 17.

**2-13. Observers/Visitors**

a. Observer/visitor spaces for FORSCOM units/activities will be allocated by CDR, FORSCOM. Spaces for DA, TRADOC, and other commands/agencies will be allocated by the exercise sponsor.

b. Nominations to fill visitor/observer allocations awarded by FORSCOM to each headquarters in para a above, will be dispatched to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, as soon as possible after receiving allocations, or as directed. Allocation spaces not used will also be reported (RCS exempt: AR 335-15, para 7-2z). The following data is required:

- (1) Grade, name, SSN, and security clearance.

- (2) Organization and station.

- (3) Desired length of visit (inclusive dates of arrival and departure).

- (4) Area of interest in sufficient detail to allow appropriate action by the visitors bureau of the exercise.

**2-14. Safety and Accident Prevention**

a. A safety officer will be appointed at all levels of command down to company/separate detachment at command levels below division/separate brigade. This will be an additional duty officer. Additionally, a noncommissioned officer will be appointed to assist the safety officer. At division and higher levels an O18 civilian safety professional will normally serve as the command safety director. In the event a safety professional is unavailable, an officer in the rank of Captain or above may be appointed with the primary duty of safety.

b. The safety officer serves as the commanders primary advisor and exercises staff supervision within the command for all matters concerning safety/accident prevention and provides assistance to subordinate units as appropriate.

c. The safety officer will normally be assigned in a field environment as a special staff officer. The safety professional should work closely with all staff elements to ensure adequate safety and accident prevention measures are incorporated in all operations orders and plans. In order to perform effectively, safety personnel should be provided the same support as their staff counterparts. A tactical vehicle is normally required in order to access remote locations. Blackout drive and tactical communications are also important. Appropriate tentage, heaters, and cots should also be issued if issued to other staff members.

d. Commanders at all levels will ensure risk analysis are conducted for all operations. When time does not permit a full risk analysis to be conducted a partial or hasty risk analysis will be conducted. The risk analysis will carefully consider all hazards associated with a particular operation and provide the commander with a listing of the hazards that could adversely impact upon completion of the mission. The commander will then consider the risks involved and may request the safety advisor to develop countermeasures to reduce the risk to an acceptable level if possible. A safety annex to all operations will be developed and will outline specific countermeasures developed.

e. Before departing home station, troops will be oriented on the general and specific hazards associated with the field exercise and with the execution of assigned missions.

f. The safety of personnel will not be sacrificed for realism during training exercises. Prior to any proposed relaxation of safety factors, commanders will carefully weigh the degree of combat realism required with the state of their troop training. Positive procedures will be established to ensure the following:

(1) All personnel are thoroughly briefed on the conduct of the exercise to include safety procedures and probable accident-producing conditions and hazards in such areas as vehicle, water, ammunition and explosives, aviation, range, and environmental hazards in maneuver areas.

(2) All personnel are accounted for before the start of any live fire exercises.

(3) All live fire exercises employ an emergency cease fire notification system that is known to all participating personnel.

(4) All ammunition used during live fire exercises meets the requirements in AR 385-63.

(5) In all firing exercises, blank ammunition is issued from supply points separate from supply points issuing live ammunition to prevent inadvertently mixing blank with live ammunition.

(6) All motor vehicle operators are briefed on safe operation of vehicles both on and off roads in bivouac areas. Ensure all vehicle operators are properly licensed for the theater in which they are operating.

(7) Personnel do not sleep in, on, under, or near wheeled and tracked vehicles.

(8) Exercises involving range firing are IAW AR 385-63.

(9) Medical support includes air, as appropriate, and motor vehicle evacuation of personnel requiring hospitalization.

(10) Convoys and march units do not have unlimited right of way, and even where convoy and march unit integrity is essential, individual vehicle operators will exercise extreme caution at all intersections and other locations to avoid damage or injury; all motor vehicle operators and march unit commanders are aware that convoys and Government vehicles do not necessarily have the right of way at controlled or uncontrolled intersections, or on roadways, notwithstanding application of local law or duly authorized traffic control personnel or devices.

g. Commanders at all levels are responsible for compliance with FORSCOM and AR 385-series regulations.

h. Reportable accidents will be reported IAW FORSCOM AR 385-1 and AR 385-40.

## **2-15. Lessons Learned and After-Action-Reports**

a. General. Commands sponsoring and/or scheduling JTX in the CJCS program require after action reports (AAR). (When preparing after action reports, cite RCS exempt: AR 335-15, para 5-2e(7).) SM 373-88 establishes this requirement. Further, it directs the reports be prepared and submitted in the Joint Universal Lessons Learned System (JULLS) format.

b. The AAR consist of two parts: Part 1, a First Impressions Report (FIR); and Part 2, a Final Report (FR).

(1) The FIR provides higher headquarters with the initial assessment of the exercise. Command requirements for this report will be covered in the respective exercise plan or directive.

(2) The FR provides the official description of the exercise and identifies significant lesson(s) learned. The FR is composed of a "SUMMARY" JULL and a refinement of the accompanied JULL(S) (Lesson(s) Learned). The "SUMMARY" JULL must include in the narrative section an "EXECUTIVE SUMMARY" paragraph (para 12). Additionally, the "Summary" JULL will include an assessment of the unit's capability to support the Theater CINC JMETL addressed in the joint exercise.

c. The FR will be prepared as an electronic data base format, and a paper copy of the electronic form, and be submitted with a cover letter or memoranda indicating command approval.

d. The FAA for an exercise will forward five copies of the FR to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT the time frame specified in the respective exercise plan or directive. Commands submitting electronic format to CJCS grant read permission to the following USERID: "AF7FORCE-EX". Notify FORSCOM via the WIN teleconference, pertaining to the exercise, of the CATALOG FILE STRING where the export file resides.

e. The electronic format is created using the JULLS computer program. The program and manual have been distributed to Corps and Division level. Other commands can obtain a copy of this software and manual upon request from CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

## **CHAPTER 3**

### ***Personnel***

**3-1. General**

Current personnel and administrative policies, procedures, and directives apply, except as otherwise noted herein. From a broad perspective, FM 12-6, Personnel Doctrine, should be used in planning personnel play, force tailoring, and exercise support. The FAA for joint exercises or their designated representative will follow current personnel policies and procedures, where feasible, within exercise constraints and the guidance from higher headquarters.

**3-2. Personnel Fill****a. Unit Fill**

(1) Units (Active and Reserve) will participate in exercises with personnel required to accomplish the assigned mission. Coordination for unit participation will be done IAW policy established by the Deputy Chief of Staff for Operations (DCSOPS), FORSCOM. Current FORSCOM strength is considered sufficient and no additional fill will be undertaken specifically for exercises. Exceptions will be directed based on FORSCOM coordination with the supported CINC, USACOM and HQDA.

(2) The method of any DA-directed fill for Reserve units participating in exercises will be stated in the correspondence directing exercise participation.

b. Individual Augmentation. The FAAs will fill all required exercise/support personnel positions; exceptions will be granted only after organic resources are exhausted. Forces Command, DCSOPS, Current Operations Division, Central Tasking Branch (AFOP-OCT) will coordinate the fill of individual augmentation. Reserve component personnel (unit or non unit) may participate as individual augmentees.

**3-3. Administrative Procedures for Individual Augmentation****a. General.**

(1) The processes noted herein support identification of personnel fill requirements to FORSCOM and the execution processes to provide the individual fillers. These processes cannot be implemented if the budgeting processes described in Chapter 2 have not been executed.

(2) The complete process to provide individual support to exercises include four steps:

- (a) Identification of requirements. Exercise FAA.
- (b) Validation of Requirements. Forces Command, DCSOPS.
- (c) Establishment of Priorities. Forces Command, DCSOPS.

(d) Coordination of fill. Forces Command, DCSOPS (AFOP-OCT), in coordination with appropriate staff agencies or subordinate commands.

b. Requirements. Individual personnel fillers can be provided as exercise participants; exercise planners and evaluators; and/or exercise site support. Fill of these requirements will be met using internal FAA resources first and then requesting external fill from FORSCOM.

c. Internal Fill. The FAA will be requested to fill those requirements within their capability which do not degrade their player role. Planning should consider use of Individual Mobilization Augmentees (IMA) in an annual training (AT) capacity to support exercise planning and execution.

d. External Fill. The FAA may request personnel augmentation to fill other internal positions required in support of FAA functions not identified in initial exercise directives or planning documents.

(1) Requests for personnel resources must be submitted in the following format.

(a) Job title or description of duties to be performed.

(b) Required Grade and Duty (AOC/MOS/SSI). Include any special skills (ASI, SQI, LIC, etc.).

(c) Security Clearance Requirements.

(d) Length of Tour.

(e) Reporting Information (Date, Installation/Agency, Building Number, Point of Contact).

(f) Special Instructions.

(g) Point of Contact for Funds.

(2) The exercise FAA will mail requirements in a consolidated package to FORSCOM NLT 110 days prior to the desired reporting date. Correct mailing address is:

DEP CHIEF OF STAFF FOR OPNS  
ATTN AFOP OCT  
U.S. ARMY FORCES COMMAND  
1777 HARDEE AVENUE, SW.,  
FORT MCPHERSON GA 30330-1062

(3) Concept.

(a) Initial request should identify a need for required support regardless of component.

(b) When RC participation is desired to support specific exercise functions, the requirement should be identified in special instructions.

## FORSCOM Regulation 350-5

(c) By Name Requests for RC Personnel can be Submitted but must be Supported by a completed DA Form 1058-R for ARNG and USARC Form 1058-R for USAR personnel.

(4) Fill of exercise requirements will be from all available FORSCOM resources. The Central Tasking Branch (AFOP-OCT), Current Operations Division, DCSOPS, will coordinate fill of requirements through two sources:

(a) Active Component (AC). Central Tasking will coordinate with appropriate agencies and implement tasking for fill requirements.

(b) Reserve Component Unit Personnel. Central Tasking will coordinate with U.S. Army Reserve Command (USARC) and the National Guard Bureau (NGB) for support by individuals out of the troop unit program. By name requests for RC personnel will be coordinated with FORSCOM AG (AFAG-PRO) and forwarded to Army Reserve Personnel Center (ARPERCEN), USARC or the NGB, for order publication, as appropriate.

(5) Individual Ready Reservist (IRR). Identification of IRR requirements will be provided to FORSCOM, Adjutant General (AFAG-PRO). They will coordinate with ARPERCEN, to determine their capability to provide IRR augmentation. The FORSCOM AG (AFAG-PRO) will provide information on all IRR fillers to Central Tasking (AFOP-OCT-OCT).

(6) Special Considerations:

(a) Grade or skill substitution. Standard grade and skill substitution authorities apply when identifying fillers.

(b) Joint Staff. Personnel selected to augment joint staffs must be qualified to perform in a joint staff assignment.

(c) Security Clearance. Individuals selected to participate in exercises must have been granted at least an interim security clearance, UP AR 380-67, if the security clearance has been noted as a requirement in the exercise general plan. Clearances must have been recorded on DA FORM 973 (Certificate of Clearance and/or Security Determination) and the forms placed in the individuals' military personnel records jacket, or appropriate records packet, before movement from home station to the exercise area.

(d) Temporary Duty (TDY) orders for individuals will indicate the augmented staff title, paragraph and line number of space being filled, if provided, SSI/MOS in which duty is to be performed and in which individual is qualified, security clearance by type (interim or final), and other information required by current directives.

e. Reserve Component Personnel.

(1) Forces Command funding (man-days) for RC support for exercises is limited and will only be used for major exercises to fulfill documented exercise positions. Tours will normally not be greater than 139 days in length as directed in AR 135-200.

(2) Reserve Component personnel may participate in joint exercises as individuals in one of several categories:

(a) Annual Training (AT). Tour limitations vary from 12-17 days in CONUS to 29 days OCONUS. Reservists participating in AT status must be placed in a duty position that supports training in the soldier's AOC/MOS.

(b) Active Duty for Training (ADT). Tours in this status must provide a soldier with planned and organized training to acquire, maintain, or enhance a skill or to receive mobilization training. Active duty for Training will not be approved for organizational missions or administration. Actual participation in the exercise is required for approval of ADT.

(c) Active Duty for Special Work (ADSW). Requested tours of duty in this status is to accomplish organizational missions, support, and administration actions or for critical, reserve component unique projects. Training for the individual soldier is incidental, and tours will normally not exceed 139 days. Tours can be used to support exercise planners and coordinators, staff action officers, exercise evaluators and other appropriate support roles.

(d) During a fiscal year no RC soldier will be ordered to a Temporary Tour of Active Duty, ADSW, ADT or any combination that exceeds 179 days (including travel) without prior approval of the Chief, Army Reserve (CAR) for IRR, FORSCOM for USAR unit and IMA members, or the Director, Army National Guard for ARNG unit members.

(3) Participation will be on a voluntary basis, approved by appropriate command authority, and will be within approved man day spaces. Authority for use of personnel on ADSW is AR 135-200, and for TTAD is AR 135-210.

(4) The FAA will not coordinate directly with ARPERCEN, USARC, NGB or State Adjutants General to obtain RC individuals as exercise augmentees unless approved by FORSCOM.

(5) Reserve Component personnel will be ordered to duty in advance of the exercise to support any duty position training requirements; receive any refresher training in tactical, organizational, and logistical doctrine, procedures, and techniques; and support any Soldier Readiness Requirements for overseas deployment.

(6) In instances where RC personnel are used or attached, the requesting agency will ensure adequate support to the individual soldier (administrative,

logistical, financial, etc.) is provided. When the exercise is on an installation, the Director of Reserve Component (DRC) will normally provide or coordinate the support. When the exercise is conducted on sites removed from the installation, the exercise guidance will identify a support installation or direct the FAA to coordinate support from an installation.

(7) The FAA is responsible for ensuring evaluation reports are rendered on all RC personnel participating in the exercise as individual fillers.

### **3-4. Personnel Services and Morale, Welfare, and Recreation**

The FAA will provide or coordinate the following services, activities, and programs:

a. Religious Activities. Religious coverage will be provided and religious services conducted during joint exercises.

b. Postal Services (including postal financial services).

(1) Major exercise units will use their organic postal personnel for this purpose. Units without organic postal personnel will be serviced by participating military postal unit(s). Appropriate mail routing instruction directives will be published. To ensure efficient postal service during joint exercises, consideration should be given during the planning phases to determine special requirements for U.S. Postal Service (USPS) equipment and support.

(2) Identification of civil post offices which the volume of operations is anticipated to affect (small Army postal detachments should be located to assist post offices where anticipated impact warrants). CONUS installation commanders appointed as FAAs for large scale exercises will ensure coordination between local (training site) USPS offices and the appropriate military postal activities to be served under exercise conditions.

c. Fitness and Recreation Services. Where appropriate, fitness and recreation activities, to include sports, entertainment, crafts, and library, will be a part of each joint exercise (AR 215-1). Consideration should be given to providing a mobile facility professionally staffed and equipped with small games, paperback books, supplies, and other

recreational equipment necessary to provide mobile fitness and recreation programs and service.

d. Exchange Services. Where appropriate, exchange service will be provided by tactical field exchange and snack vans. This service will be scheduled at times and places that do not conflict with the conduct of the exercise. The operation of a video cassette entertainment motion picture program will be governed by AR 215-1.

e. Army Emergency Relief (AER) and Red Cross Support.

(1) The FAA should identify an action officer to coordinate AER requests.

(2) The FAA should coordinate to have a Red Cross representative deploy in support of major OCONUS exercises.

### **3-5. Family Assistance**

a. Family Assistance and support services will be provided to families of AC (including DACs) and RC forces during periods of joint training exercises. Planning for family assistance will ensure that a comprehensive, realistic, flexible, and coordinated assistance delivery systems in place prior to departure for the exercise. This system will normally include Family Assistance Centers (FAC), or their equivalent; Family Support Groups (FSG); and unit rear detachments, or their equivalents (the link between families, FAC, FSG, other community resources, and the training units).

b. The goal of family assistance is to provide support services to eligible family members at, or near to, their home town or home installation and information to immediate and extended family members of affected soldiers. Services will include emergency financial assistance, emergency food and shelter, crisis intervention, legal information, Defense Enrollment Eligibility Reporting System (DEERS), and the TRICARE/CHAMPUS Medical Program, counseling, and information and referral assistance.

### **3-6. Participation in Exercises Outside CONUS**

a. Movement outside CONUS for participation in field exercises is considered an overseas movement, although the move is of a temporary nature. Personnel participating in overseas training exercises will be processed in IAW guidance in AR 600-8-101.

b. All units participating in an overseas exercise will have a deployment packet, IAW FORMDEPS Volume II, for each member accompanying the unit to the exercise area.

**3-7. Exercise Play**

a. Personnel Data.

(1) Personnel data play in Standard Army Management Information Systems (STAMIS) will be limited.

(a) Unless directed by DA, there will be no duplication of Standard Installation/Division Personnel System (SIDPERS) play. Additionally, PERSINS Processing Activities will not use the test applications on local SIDPERS files to support exercise play.

(b) Development and/or use of other personnel data bases to support exercise play and accountability will be specified in exercise directives.

(c) PERSTEMPO/SKILLTEMPO Reporting (AC only). Guidance in HQDA message (DAPE-MPE), 161912Z JAN 97, Subject: PERSTEMPO/SKILLTEMPO Reporting, applies. Basic requirement is that the unit of assignment Deployment Indicator Code (DPLIC) will be updated to reflect deployments away from home station for periods of one day or longer.

(2) Personnel Reporting. Personnel strength reports will be spelled out in exercise directives.

b. Reserve Component Accountability.

(1) The RC personnel will be accounted for in strength reports identified in exercise directives.

(2) Reserve Component Soldiers ordered to active duty for a period of \_\_\_ days or longer will be processed into SIDPERS AC in \_\_\_\_\_ status and DPLIC codes will be updated using the same criteria as AC (para 3-7a(1)(c) above).

c. Individual Flow. Exercise development should include plans for individual flow, both on initial fill and replacement personnel, to the exercise site.

(1) For OCONUS exercises, planning should consider realistic use of procedures to manage individual flow or simulate the processes to support realistic play. Action should include:

(a) Coordination and use of CONUS Replacement Center (CRC) to deploy individuals to the exercise site. The DA DCSPER is the proponent for CRC operations and is responsible for coordinating with the theater CINCs to establish flow of individuals through a CRC for an exercise. The FAA will coordinate directly with DA DCSPER, DAPE-PRO, DSN 224-7325, when individual flow to theater is part of the exercise design.

(b) Coordination for participation of RC CRC units in the exercise. Coordination can be done directly with USARC.

(2) For CONUS locations all individual flow should be simulated. Exercise planning could include a CRC unit to provide expertise and realism.

(3) Individual replacement play should make use of simulated casualties and U.S. Prisoner of War (PW) actions to provide more realism in the actual procedures for managing replacement actions.

d. Provost Marshal.

**3-8. Status of Forces**

Army regulation 27-50 establishes policies and procedures for safeguarding Army personnel subject to a foreign jurisdiction or confined in a foreign penal institution.

**3-9. Reports**

a. Personnel Status Reports (PERSTATS) will be submitted IAW Exercise Directives.

b. The FAA or a designated representative will establish a central casualty reporting agency. This agency will prepare and process reports on actual casualties IAW AR60-8-1 and submit the reports via Army Casualty Information Processing System-Light (ACIPS-LT). Simulated casualty reports will be developed and submitted through exercise channels using the guidance found in AR 600-8-1. These simulated reports will terminate at the FAA headquarters. Special care and handling of simulated reports is required to ensure that exercise messages remain in exercise channels. The AR 25-11 will be closely followed.

c. Enemy Prisoner of War (EPW) reports (simulated) from CONUS EPW Camps will be submitted through exercise command channels to terminate at the FAA headquarters.

d. Personnel reports prescribed herein are exempt from reports control under AR 335-15, paragraph 7-2.



**CHAPTER 4****Intelligence****4-1. General**

This chapter provides guidance, defines responsibilities, and assigns tasks, as required, to support the intelligence play of joint exercises. Intelligence operations in joint exercises will be intensively played. Within funding limitations and on request, FORSCOM will supply the maximum personnel and equipment to support all exercise information gathering and intelligence producing activities. The objective is to provide FORSCOM unit commanders and staff with an opportunity to become aware of the need for intelligence in operations planning, to become familiar with agencies available for gathering information and producing intelligence, and to become familiar with capabilities and limitation of each.

**4-2. Policy**

a. Intelligence units, intelligence staff personnel, and evaluators designated to participate in joint exercises will be fully qualified for the assigned mission or positions. Personnel assigned to augment joint staffs must be qualified by rank, experience, or formal training, to perform their designated duties with a minimal requirement for orientation or preparatory training.

b. Preparatory training will emphasize unit and individual responsibility for cross-service support in the production and use of joint intelligence and will include:

(1) Instruction on signal (COMSEC/ELSEC) to ensure high standards of signal security are maintained. FORSCOM regulation 350-3, Chapter 6, Section X, and **Appendices C and D**, applies.

(2) Instruction relative to the individual's responsibility for safeguarding military information. FORSCOM regulation 350-3, Chapter 6, Section VIII, applies.

(3) Individual and unit training in the collection, production, and timely dissemination of usable intelligence. Emphasis should be placed upon analysis and evaluation of intelligence information at the lowest possible level. The FORSCOM Regulation 350-3, Chapter 6, Section II, applies.

c. Maximum practicable use will be made of a competitive, uncooperative, and when feasible, larger-size OPFOR. To ensure maximum realism in training, OPFOR use of appropriate potential adversary tactics, doctrine, and force-ratios is recommended. Army regulation 350-2 and

FORSCOM regulation 350-3, Chapter 6, Section IX, and Appendix A, apply.

d. Realism in counterintelligence measures to include the training for intelligence and counterintelligence activities in support of rear area security will be emphasized. The FORSCOM regulation 350-3, Chapter 6, Section VIII, applies.

e. Battlefield surveillance and reporting through the use of sensors, and the integration of sensors into all combat and intelligence activities, will be emphasized.

f. Units and individuals will receive continued instruction and training of interrogation of prisoners of war (IPW), with emphasis upon the proper handling of captured enemy documents and equipment. Maximum use of role players will be included in exercises to enhance the unit's capability to properly handle and interrogate enemy prisoners.

g. Imagery exploitation support is provided for interface between U.S. Air Force tactical reconnaissance units and U.S. Army ground commanders. The U.S. Army (Active or Reserve Components) assets are available to support joint training exercises within existing operational and resource constraints.

h. Planning, employment, and exercise of SIGINT/ESM assets will be conducted in support of the intelligence effort of a joint command.

**4-3. FAA Responsibilities**

a. Develop and staff the Intelligence scenario (Annex B to the exercise directive with Appendices) and Master Scenario Events List (MSEL) that will accomplish the policy set forth above. Develop and staff Intelligence Evaluation and Data Collection Plans (E&DCP) used for evaluation of the exercise. Attend exercise planning conferences and provide intelligence briefings for conference attendees. Conduct meetings during conferences with intelligence personnel attending.

b. Coordinate the submission of requisitions for maps under AR115-11 and FORSCOM Suppl I to AR 115-11, validate quantities required by exercise participants, and assist in determining destination(s) of shipment(s) and dates(s) maps are required to be delivered. Coordinate for any over-printing required (RCS exempt: AR 335-15, para 7-2c).

c. Coordinate the submission of aerial photography required for pre-exercise planning, IAW FORSCOM regulation 350-3, Chapter 6, Appendix F, to CDR, FORSCOM ATTN: AFIN-OD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 (RCS exempt: AR 335-15, para 7-2c).

d. Assist as required in evaluation of the employment of camouflage principles, techniques, and materials within the exercise area IAW

## **FORSCOM Regulation 350-5**

FORSCOM regulation 350-3, Chapter 6 (RCS exempt: AR 335-15, para 7-2c).

e. Determine requirements of participating units, JTF, and Exercise Director Headquarters staffs for military intelligence personnel. Advise CDR, FORSCOM, ATTN: AFOP-OCT, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, of personnel and equipment required for the exercise that must be tasked to FORSCOM units.

f. Ensure objectives, policies, and procedures for the use of opposing forces in joint exercises are conducted IAW FORSCOM regulation 350-3, Chapter 6, Section M, and Appendix A. Assist in developing requirements for distinctive items of uniform and equipment to be used by the opposing ground forces, and ensure units have submitted requests for these items to supporting training aids centers (RCS exempt: AR 335-15, para 7-2).

g. Ensure proper training classification categories are used. Use of "for training only" classification markings are highly discouraged during the conduct of any exercise. If classified "for training only" markings are used, commanders and security managers must ensure that procedures are in place to segregate actual classified information from training material. During the exercise, material must be controlled in the same manner as actual classified information. Violations involving "for training only" material will be reported in the same channels as violations involving actual classified material. Appropriate training classifications will be assigned IAW the general classification guidance in AR 380-5, Appendix A. The FORSCOM regulation 350-3, Chapter 6, Section VI, para 6-16, and published exercise related classification guides apply.

h. Coordinate intelligence/counterintelligence support is provided to the OPSEC Survey IAW AR 530-1 (C).

i. Coordinate and assist with COMSEC monitoring support requirements for JTF, JOPFFOR, and ARFOR and the supporting SIGSEC elements, and ensure assets are included in the exercise troop list.

j. Provide copy of intelligence lessons learned in JULLS format to CDR, FORSCOM, ATTN: DCSI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT 30 days after termination of the exercise.

## **CHAPTER 5**

### **Logistics**

#### **5-1. General**

This chapter provides guidance and instructions concerning administrative and logistical requirements for support of joint exercises. Commands and agencies of FORSCOM will provide administrative and logistical support to exercise director/controller, JTF, joint information bureau, joint visitors bureau, dual support forces (when employed), chief umpire/controller, and other forces supporting joint exercises.

#### **5-2. Logistics Concept**

a. Army forces, during the exercise, will be logistically supported as prescribed for joint exercises (para 5-3 and 5-4, below).

b. Pre-exercise and post-exercise phases will be described by the exercise director concerned.

c. The FORSCOM administrative, contractual and logistical policies and procedures currently in effect will be used by all Army forces participating in or in support of joint exercises.

#### **5-3. FAA Responsibilities**

a. Ensure units participating in and in support of an exercise are self-supporting to the maximum extent possible. Units, unless otherwise directed, will depart home station with the following:

(1) All TOE-TA and special equipment, as required, for mission accomplishment. All equipment so deployed will be in an adequate state of maintenance (10-20 standard) to preclude excessive "down time" on arrival in the exercise area.

(2) Prescribed loads of repair parts (PLL/ASL), as authorized and required, to include requirements enroute if unit road marches to the exercise area. Prescribed levels for the exercise, normally 15 days, must be on hand when the unit arrives in the exercise area. Care will be taken to screen PLL/ASL and delete items for which no requirement is anticipated.

(3) Required publications and blank forms for period of absence from home station.

(4) Minimum 15 day supply of expendables, plus requirements enroute.

b. Notify CDR, FORSCOM, ATTN: AFLG-POO, 1777 Hardee Avenue, SW., Fort McPherson,

GA 30330-1062, as early as possible but NLT 90 days (120 days for RC units) before the starting date of exercise deployment, of any material or support deficiencies that cannot be corrected by a major subordinate command and will prohibit or materially interfere with a unit's accomplishment of its exercise mission. Only equipment essential to the exercise mission will accompany the unit to the exercise (RCS exempt: AR 335-15, para 7-2).

c. Publish instructions on opening and closing supply accounts with Army installations. Designate project officers within the exercise area. Establish requirement for submission of unit identification codes which are to be used for automated logistics. Prepare Inter/Intraservice agreements (ISA) IAW current FORSCOM regulations for compliance by all participating forces. Procedures currently in effect concerning inventory temporarily in use (ITIU) equipment will apply to Army forces participating in the exercise.

d. Provide administrative, contractual and logistical support to Army forces participating in or in support of an exercise before and after the exercise while the units are in the area in which the exercise is being conducted and through appropriate commanders during the exercise.

e. Ensure orderly build up of all classes of supplies at appropriate installations necessary to ensure adequate exercise support.

f. Provide equipment and logistical and administrative support to units/offices/headquarters under exercise general plan instructions.

g. When a dual force is to be employed during a joint exercise, send five copies of the support plan to CDR, FORSCOM, ATTN: AFLG-POO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for review (RCS exempt: AR 335-15, para 7-2b). The dual support force headquarters commander will be prepared to present his plan in the form of a briefing to the exercise director. Due date for the plan will be announced in the exercise LOI or operation plan. The FAA will establish necessary controls to ensure Army forces compliance with FAA's administrative and logistical procedures and instructions published for the exercise.

#### 5-4. Supply

##### a. Class I.

(1) The FAA will refer to the exercise directive for guidance on required rations on hand at the start of the exercise.

(2) Commanders providing units for participation in or in support of an exercise are responsible

for Class I support of these units enroute to the exercise area. The FAA is responsible for Class I support of these units to home station.

(3) Water supply in exercise areas will be established by QM units participating in and in support of an exercise. The surgeon of the senior unit using a water point will approve its use prior to consumption of any water and will continue to monitor its suitability for consumption.

(a) The QM units providing water support which require the use of storage and distribution equipment from operational project stocks will comply with AR 710-1 and paragraph 5-3b of this regulation.

(b) Transportation and refurbishment costs associated with and return of operational project equipment will be accomplished in accordance with AR 350-28 and paragraph 2-5 of this regulation.

(4) The FAA will:

(a) Provide rations to Army forces and to player and support headquarters based on requirements established by the exercise director.

(b) Provide ration support to player forces as requested. If the standard "B" ration is used, authority is granted to issue fresh milk, eggs, fruit, and other perishable components, in lieu of nonperishable components, when feasible.

(c) Prescribe and publish administrative instructions to all player and support forces, including Air Force forces, concerning Class I support before, during, and after the exercise.

b. Classes II, VII, and IX. In coordination with FAA, unit/organization commanders will ensure that:

(1) All Army forces participating in or in support of the exercise bring to the exercise area, or arrange for pre-positioning in the exercise area, 15 days of expendable supplies and repair parts.

(2) Maintenance units will bring to the exercise area, or arrange for pre-positioning in the exercise area, 15 days of field maintenance repair parts for units being supported.

(3) The most economical means of transportation will be the determining factor as to whether supplies and repair parts accompany units or are prepositioned.

c. Class III. The FAA will:

(1) Ensure arrangements for exercise fuels are accomplished to ensure the right fuel at the right place at the right time. This should include, but not be limited to, the issue of credit cards for Army aircraft and vehicles, when required. Arrangements

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should also include fuel requirements for all units during their deployment to and from the exercise area.

(2) Ensure procedures are established to maintain proper accountability, quality, and safety in handling fuel during deployment and for duration of the exercise.

d. Class V.

(1) The FAA will:

(a) Ensure live ammunition is not carried to an exercise except as required for safeguarding classified material/documents, including certain electronic and crypto equipment, military police activities, and nuclear training devices. In this connection, units concerned will ensure all explosive and accountability regulations are adhered to.

(b) Ensure that signals/simulators reserved for use by umpires are not requisitioned by or brought to the exercise area by player forces.

(c) Prescribe and publish instructions concerning the type of containers to be used to simulate basic load of ammunition and method of unit procurement.

(d) Publish instructions to player units to identify at least 90 days prior to deployment quantities of class V by type to be deployed if approved by the exercise sponsor and CDR, FORSCOM. Additional information will have to be provided to those arranging transportation. In the case of Emergency Deployment Readiness Exercises as part of or in conjunction with joint training exercises, trusted agents will identify requirements.

(e) Prescribe and publish safety instructions concerning use of and accountability procedures for all types of blank ammunition to be used during the exercise, especially those exercises in which blank ammunition will be expended while units are on civilian domain land. (Training munitions will be requested from/allocated by CDR, FORSCOM ATTN: AFOP-TS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.)

(2) Where practicable, unless otherwise specified, 50 percent of basic loads will be simulated by an equivalent volume of containers or boxes and will be displaced with weapons throughout the exercise. Units deploying by commercial means or military air will not carry simulated basic load unless specifically directed to do so.

### 5-5. Resupply

a. Army player forces will use available aviation economically to resupply all classes of supplies.

b. Every effort will be made to realistically play resupply of class V. Resupply guidance listed below is considered as a minimum standard; however,

where the situation dictates, commanders are authorized modification consistent with the intent of this regulation.

(1) No more than one-third of exercise ammunition will be available to tactical units at the start of an exercise. Small unit leaders should be encouraged to make redistribution of available ammunition and request resupply through command channels.

(2) Units requiring ammunition above .50 caliber, to include artillery and ADA, will keep a log of missions fired and ammunition expended. As necessary, these units will send transportation with appropriate documentation to point(s) designated as the ASP(s) for resupply.

(3) Designated CSS units will establish simulated ASP(s) IAW doctrine. Available Supply Rates (ASR) established by the theater commander will not be exceeded without command approval.

(4) Two-thirds of unit small arms blank ammunition will be held in the ASP for issue to units with valid requests. Where local conditions permit, empty ammunition boxes will be used to simulate resupply of larger caliber ammunition. Percentages of ratio simulation may be established by local commanders.

c. The FAA will provide or arrange for air items required by player forces for aerial delivery of supplies. Senior player headquarters will submit requirements to the FAA NLT 45 days before the starting date of the exercise (RCS exempt: AR 335-15, para 7-2c).

d. Nuclear Weapons System Support. Current FORSCOM policies concerning nuclear weapons system support, to include security, maintenance, and supply procedures, will be followed enroute to, during, and return from the exercise.

e. Salvage. The FAA will prescribe and publish, IAW current directives, instructions on salvage equipment generated during the exercise.

f. Captured Material. The FAA will:

(1) Publish instructions covering marking, reporting procedures, transportation, and disposition of equipment captured during an exercise.

(2) Establish and publish procedures governing the receipt, handling, and accountability of U.S. Government property when treated as captured materiel and restrictions concerning property belonging to or the responsibility of captured personnel.

### 5-6. Maintenance

a. Current FORSCOM maintenance procedures and policies augmented by those that may be

published by the FAA for a specific exercise will apply.

b. Senior player commands will use support forces provided on the exercise troop list in support of their force.

c. Senior player commands will evaluate the support mission of each unit and ensure unit's support capability is fully used during the exercise. The FAA will provide technical guidance to senior player commands, on request, to ensure maximum use of support units.

d. The FAA will:

(1) Provide or arrange for vehicle evacuation, over and above player forces capability, to fixed installations in or near the exercise area.

(2) Provide or arrange for DS/GS maintenance for Army equipment possessed by the director/controller headquarters, JTF headquarters, umpire group, joint information office, and joint visitors bureau.

#### 5-7. Medical Services

a. Designated installation commanders are responsible for providing actual medical support to players while proceeding to and from the exercise area.

b. The FAA will:

(1) Coordinate with the other service components for the provision of actual medical support to participating Army forces which is beyond their own capability to provide while in the exercise area.

(2) Develop and forward the recommended professional staffing, by SSI and duty position, to CDR, FORSCOM, ATTN: AFMD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for those personnel required to augment Army medical units participating in the exercise.

(3) Implement preventive medicine measures as prescribed by local policy, and in coordination with the Office of the Surgeon, FORSCOM.

(4) Ensure all units having organic medical capability have in their possession their authorized medical equipment and required medical supplies.

(5) Establish, as required, the necessary command and control structure, and reporting procedures for medical units and personnel accountability.

(6) Develop a plan for control of simulated medical play in coordination with the exercise director/controller and other service components. This plan will include, as a minimum, the following:

(a) Adequate numbers of simulated casualties that would provide realistic training for the medical elements and be consistent with the tactical scenario.

(b) A time loss policy for simulated casualty play which allows adequate time or realistic treatment and evacuation.

(c) A policy for the type and quantity of equipment to be evacuated during the simulated medical play.

(d) Medical procedures conducted during NBC operations are IAW TM 8-285 and FM 8-9.

(e) Realistic displacement of field medical treatment facilities that is doctrinally consistent with the tactical scenario.

(f) Realistic medical resupply requirements that are consistent with the tactical scenario.

#### 5-8. Contract Services

a. Designated commanders are responsible for providing actual contractual support, as needed, to players during the exercise.

b. The FAA will:

(1) Establish, as required, the necessary contract structure for units.

(2) Develop a plan of simulated contract play in coordination with exercise director/controller and other service components. This plan will include, as a minimum, the following:

(a) Identify servicing contracting office.

(b) Determine need for unit contracting officer and appointment.

(c) Determine need for unit ordering officer(s) and appointment.

(d) Identification of contractual needs in mobilization plans.

## CHAPTER 6

### *Deployment/Redeployment*

#### 6-1. General

This chapter provides guidance, defines responsibilities, and assigns tasks in the area of movement planning and execution.

a. Movement Policy.

(1) Equipment will generally be moved between CONUS locations by surface means.

(a) Roadable equipment will normally be moved organically when the distance is 1-day motor march or less.

(b) Nonroadable equipment requiring commercial transportation will be moved by truck or rail as determined by the unit's supporting transportation officer in coordination with the unit and appropriate USTRANSCOM component.

(c) Army aircraft will be flown or airlifted between home station and CONUS port/exercise location.

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(2) Troop movements will generally be conducted by a combination of transportation means between origin and destination.

(a) For CONUS exercises, transportation between the CONUS aerial port and theater aerial port will be by exercise airflow, using Air Mobility Command (AMC) organic and/or contracted airlift.

(b) For CONUS exercises, transportation means between home station and exercise location will be dependent on distance involved, timing and type airlift available.

(c) Troop listed units will in no instances arrange their own airlift without prior FORSCOM approval.

(3) Actual unit movements determination for each exercise will be an evolutionary process of exercise-specific guidance and of requirements submission, review and approval.

### **b. Movement Dates.**

(1) Units will establish departure date(s) based on transit time and the not later than reporting date specified in the deployment/redeployment schedule. FAAs are delegated authority to approve early arrival. Deviations from the foregoing policies will be sent to CDR, FORSCOM 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 for approval (RCS exempt: AR 335-15, para 7-20).

(2) Units moving via military air will adhere to the flow schedule contained in the applicable operation order.

## **6-2. Responsibilities**

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

(1) Ensure that the FAA, troop listed units and their supporting transportation officers have adequate transportation guidance to meet planning and reporting requirements of the exercise sponsor and USTRANSCOM for successful execution.

(2) Validate all FORSCOM unit airlift requirements for USTRANSCOM.

(3) Manage the CONUS portion of deployment/redeployment execution through installation Arrival/Departure Airfield Control Groups (A/DACGs) and Port Support Activities (PSAs).

### **b. The FAA will:**

(1) Manage airlift/sealift space allocations for FORSCOM units.

(2) Maintain liaison with troop listed units to ensure adequate dissemination of exercise.

(3) Serve as primary CONUS POC for exercise intra theater transportation planning considerations.

c. Selected Installations will provide A/DACGs and/or PSAs for movement coordination and execution reporting. The FAAs will program and budget for A/DAGs and/or PSAs as required.

### **d. Troop listed Units will:**

(1) Maintain liaison with the FAA and supporting transportation officers/unit movement coordinators to keep them current on unit movement planning.

(2) Keep the peacetime chain of command informed as to exercise participation and movement planning.

## **6-3. Tasks**

### **a. Forces Command will:**

(1) Publish exercise transportation planning guidance based on exercise sponsor directives.

(2) Ensure internal planning milestones are established to ensure exercise sponsor's milestones are met.

(3) Maintain the AUDEL data base and provide to headquarters concerned as required.

(4) Maintain the Joint Operational Planning and Execution System (JOPES) data base for strategic airlift/sealift requirements.

(5) Coordinate with AMC and MTMC for confirmation of CONUS ports.

(6) Task installations for A/DACG and/or PSA execution support.

(7) Provide airlift/sealift schedule information to subordinate headquarters concerned to support planning and execution.

### **b. The FAA will:**

(1) Disseminate exercise transportation planning guidance/advisories to troop listed units as necessary.

(2) Establish necessary milestones and reporting procedures for units to meet requirements of higher headquarters.

(3) Allocate airlift/sealift space to units and adjudicate space requirement problems.

(4) Serve as primary CONUS POC for intra theater transportation planning and coordination.

(5) Collect and maintain current transportation data other than AUDEL from units for input to the JDS data base or to submit airlift requests for consolidated requirements as required by directive.

(6) Provide updates as necessary to other members of the joint deployment community on status of deployment/employment/redeployment planning.

### **c. Installations providing A/DACGs will:**

(1) Coordinate with CONUS aerial port facility managers to ensure adequate facilities and equipment to process personnel and baggage/cargo.

(2) Establish liaison with deploying units to coordinate movements between home stations and CONUS aerial ports.

(3) Provide unit requirements changes in execution to FORSCOM.

(4) Provide 463L pallets and nets as required for deploying units' baggage/cargo as necessary.

(5) Ensure deploying units' passenger manifests and load plans are complete and correct.

(6) Provide technical guidance to deploying units as necessary in properly palletizing baggage/cargo.

(7) Ensure units' hazardous materials are properly packaged, marked and certified for airlift.

(8) Arrange billeting/messing for transiting units as required.

(9) Report deployment aircraft departures and redeployment aircraft arrivals in execution.

(10) Notify FAA of costs associated with support and provide final cost data for inclusion in the Final Cost Report.

d. Supporting Transportation Officers/Unit Movement Coordinators will:

(1) Submit AUDEL data for units supported under AR 5-9 IAW FORSCOM regulation 55-2 instructions as supplemented by FORSCOM exercise directives.

(2) Coordinate with supported units and HQ MTMC/MTMC area commands as appropriate for commercial transportation of unit personnel and equipment IAW airflow requirements and port call instructions.

(3) Coordinate with A/DACG representatives as necessary to support unit movements between home stations and CONUS aerial ports.

e. Troop listed Units will:

(1) Develop unit movement plans IAW FORSCOM regulation 55-1 and exercise directives.

(2) Provide reports when/as required by FAA directives to support movement planning.

(3) Submit AUDEL inputs/updates to supporting transportation officers/unit movement coordinators at prescribed times within FAA established space allocations.

(4) Prepare airlift passenger manifests/load plans ahead of time for A/DACG review and approval.

(5) Provide unit personnel to load baggage/cargo as directed by the A/DACG.

current fiscal year and to provide comparative data for future joint training exercises.

b. Justification for fund increases if additional funding is required to cover the actual cost of the exercise, or for withdrawal and reprogramming of any savings that exist after termination of the exercise.

c. Data to update cost factors for developing budgetary estimates for future exercises.

### 7-2. Preparing Agency

The FAA will prepare the consolidated Preliminary Planning Estimate (PPE), Preliminary Field Budget Estimate (PFBE), Field Budget Estimate (FBE) and Final Cost Report (FCR) for each joint training exercise. The FORSCOM Form 253-R, Field Budget Estimate, Final Cost Report, will be used in preparing all reports except the PPE. Forms are available as camera-ready copies from local forms management office. Reports will be submitted to CDR, FORSCOM ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

### 7-3. Requirements

a. The PPE will be prepared as a Memorandum or message. Report is due 30 days after receipt of the message appointing the FAA. The PPE will identify gross initial planning costs by element of expense. There is no requirement for detailed individual line entries. Purpose of this report is justify start-up funding to cover TDY travel, incremental costs of temporary office space, and other costs to be incurred more than 180 days from exercise start.

b. A PBE, is due 180 days before the start of the exercise. The FAA will prepare a consolidated PBE that contains as a minimum the gross amounts of estimates for OMA, Port Handling, and Inland Transportation required based on information available to the FAA at the time.

## CHAPTER 7

### *FORSCOM Form 253-R, Field Budget Estimate and Final Cost Report*

#### 7-1. Purpose and Scope

This chapter lists cost reports required from the FAA in conjunction with joint training exercises. These reports provide:

a. Cost information on which to base funding requirements for each exercise scheduled during the

## FORSCOM Regulation 350-5

c. A detailed FBE is due 90 days before the start of the exercise. The FAA will prepare a FBE that consolidates costs for all FORSCOM units in an exercise. This estimate will be in as much detail as possible (see the example at **Figure 7-1**).

d. A FCR is due 90 days or earlier after completion of the exercise. The FAA will submit a Final Cost Report that includes a consolidation of all OMA, CTP, PH, and IT costs chargeable to the exercise. This document will reflect a detailed accounting of actual obligations of exercise funds. An interim report is due by 15 October on all exercises that either cross fiscal years or end less than 90 days prior to the end of the current fiscal year.

e. Specific suspense dates will be provided for each report in the FAA appointing message. Announced suspense dates are firm unless amended by CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

### 7-4. Number of Copies and Routing

Two copies are required by CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

### 7-5. Security Classification

Exercise dates and/or forces participating may be classified. Funding estimates will be classified if exercise dates or forces are classified and shown on the report.

### 7-6. Preparation Instructions

a. Budget estimates are pre exercise estimates prepared by the FAA for funds required to finance the joint exercise. (**Figure 7-1** is an example of a complete Field Budget Estimate.) To give the FAA control as well as flexibility in performing the mission, the FAA will sub allocate funds available for conducting joint exercises. Other participating installation commanders will then request their funds from the FAA by furnishing required justification. Army regulation 37-1 will apply. Direct communication between participating installation commanders and the FAA is authorized.

b. All recipients of obligation authorities and fund citations for joint exercises will comply with AR 37-1, AR 37-18, and special accounting instructions of the issuing authority. Difficulties encountered by the FAA in noncompliance with these instructions by installations should be submitted to CDR, FORSCOM, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 for resolution.

d. The FAA may establish accounting procedures that will ensure the segregation, identifi-

cation, and accurate reporting of funded costs applicable to each of the cost elements listed on FORSCOM Form 253-R.

e. Preparation of budget estimates, use of funds and obligation of funds sub-allocated to finance joint exercise requirements will be IAW finance and accounting directives and AR 350-28. Joint exercise funds will be used only for the Army incremental costs directly associated with the exercise and for those purposes that further the accomplishment of exercise objectives. Installation commanders of participating units will provide the FAA with appropriate funds to cover requirements for supplies that are considered a normal responsibility chargeable to installation funds. This amount will generally represent the total of the amounts subtracted from gross estimated costs developed in F-6f, below. The FAA will issue specific instructions to participating units to implement the funding action.

f. The FORSCOM Form 253-R, Section B, will show amounts in even dollars opposite the appropriate element of expense (EOR). The report should be totaled and balanced both vertically and horizontally. Justification for each EOE indicated will be furnished on a separate appendix or enclosure. Costs involving more than one fiscal year will be separately identified. Deviations in the final cost report of plus or minus 10 percent from budget estimate will be explained. Costs not included on the final cost report will be absorbed by the appropriate installation commander. Forces Com-mand allocation and withdrawal of funds will be based upon funded costs reported in the FAA budget estimate and final cost report. Performance factors such as tonnage and number of passengers must be captured and reported in the final cost report. The following detailed data is required to support FORSCOM Form 253-R (see **Figure 7-1**):

(1) TDY Travel. Number of officers, enlisted personnel, and civilian personnel traveling; round trip mileage; destination; mode of travel; number of days at TDY station; and transportation, per diem, and total costs. (TDY travel for exercise observers/visitors is not chargeable to exercise funds.)

(2) Transportation. Description of items to be shipped, tonnage, number of passengers commercially moved (if applicable), mileage, cost per ton mile, and total cost. Use separate forms for PH and IT accounting.

(3) Services.

(a) Communications. Number of leased lines and facilities (telephone and telegraph), terminal points, rates used in computations, telephone and telegraph tolls, and factors used in computations.



(b) Rents and Utilities. Description of property to be rented, period of time involved, and rental rates. Description of utilities required, computations, and total cost.

(c) Other Contractual Services. Description of service, contracting agencies, quantities involved, rates used in computations, and total cost.

(d) Personnel Services. Number of employees, job titles, grade, man-months, and salary rates. Number of permanent employees who work overtime, number of hours required, overtime rates, and total cost.

(e) Other Requirements. Detailed data showing basis for computations, factors, and cost.

(4) Supplies.

(a) POL. Description of each type of POL product, quantities, unit costs, and total cost of each type product. Subtract from the total requirement the amount of POL that would have been consumed by the unit had they continued normal training during the period of the exercise. Computation showing amount (money) subtracted from total requirement will be presented in detailed data furnished as justification in the exercise budget estimate.

(b) DS/GS Maintenance. Materials/parts description by category consumed by commodity command. Dollar amounts shown will include only those costs in excess of normal training.

(c) Other Expendable Supplies. Description and quantities of supplies required by category (i.e., lumber, office supplies, and coal). Subtract from the total amount (money) which normally would have been expended by the participating units had they continued normal garrison training during the period of the exercise.

(d) Supplies (non expendable). Sufficient funds will be included in budget estimates to cover costs arising from the loan of stock funded items requisitioned on an inventory-temporary-in-use basis IAW AR 37-11.

(5) Other. This includes damages and claims, and other contractual services not included above.

g. A cover letter should be provided with the Preliminary Budget Estimate, the Field Budget Estimate and the Final Cost Report indicating the command submitting the reports, and any significant problems or concerns. A responsible official will sign the letter.

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(Check appropriate block)		(FORSCOM Reg 350-5)		DATE PREPARED	
<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168)		<input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)		FISCAL YEAR	PAGE OF PAGES
THRU	TO	FROM			
<b>SECTION A - EXERCISE IDENTIFICATION</b>					
1	Name of Exercise	Classification			
2	Command Sponsoring or Conducting the Exercise				
3	Location	Date			
4	Major FORSCOM Units Participating				
<b>SECTION B - COST ELEMENT AND OBJECT CLASS CODES</b>					
	ELEMENT	OBJECT CLASS CODES	GROSS CODES <small>a</small>	NET EXERCISE COST <small>b</small>	
5	Transportation				
6		210 Travel & Trans of Pers			
7		220 Trans of Things*			
8	Services				
9		110 & 120 Civ Pers Compensation			
10		231 Utilities and Rents			
11		232 Communications			
12		251 Purchased Services			
13		252 Purchased Equip Maint			
14	Supplies				
15		261 All except POL			
16		264 POL			
17	Other				
18		990 All other Object Classes			
19	Total exercise cost		20	Rounded to	
21	Total OMA	Port Handling	Inland Transportation		

FORSCOM FORM 253-R, 1 FEB 97

EDITION OF 1 FEB 90 CAN BE USED UNTIL EXHAUSTED.

8½x11

**Figure 7-1. Sample Field Budget Estimate**

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)		EXERCISE _____ FY _____ (FORSCOM Reg 350-5)		Requirements Control Symbol FCJ3-168 FCJ3-169							
INSTALLATION _____ TRAVEL AND TRANSPORTATION OF PERSONS EOE 2100											
INCLUSIVE DATES	PURPOSE	DESTINATION	ROUND TRIP MILEAGE	NO & CAT OF PERS		MODE OF TVL <sup>1</sup>	TOT TDY DAYS	TRANS COSTS	PER DIEM COSTS	OTHER COSTS <sup>2</sup>	TOTAL COSTS
				OFF	EM						
NARRATIVE EXPLANATION OF DEVIATION											
<small>1 Commercial Air, Bus, Rail; MAC; POV. 2 Rental Car, Taxi Fares, etc.          FORSCOM Form 253-R, 1 Feb 97, Continued</small>											

Figure 7-1. Sample Field Budget Estimate Continue

000820

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)	EXERCISE _____ FY _____ <small>(FORSCOM Reg 350-5)</small>	Requirements Control Symbol FCJ3-168 FCJ3-169	EOE 2200 TRANSPORTATION OF THINGS						
INSTALLATION									
DATE	DESCRIPTION OF ITEMS TO BE SHIPPED	POINT OF ORIGIN	DESTINATION	TRANSPORTATION MODE	TONNAGE TO BE SHIPPED	MILEAGE	COST PER TON MILE	TOTAL COSTS	
NARRATIVE EXPLANATION OF DEVIATION									

FORSCOM Form 253-R, 1 Feb 97, Continued

Figure 7-1. Sample Field Budget Estimate Continue

000821

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168)		EXERCISE _____				<i>Requirements Control Symbol</i> FCJ3-168 FCJ3-169			
<input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)		FY _____ (FORSCOM Reg 350-5)							
EOE 1100 & 1200 CIVILIAN PERSONNEL COMPENSATION									
INSTALLATION									
DIRECTORATE/ FUNCTIONAL AREA	JOB TITLE	NO OF EMPLOYEES	TOTAL NO HOURS	BASE RATE TEMP OVERHIRE	OVERTIME RATE	TOTAL COSTS	NET EXERCISE COST	PURPOSE	
NARRATIVE EXPLANATION OF DEVIATION									

FORSCOM Form 253-R, 1 Feb 97, Continued

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Figure 7-1. Sample Field Budget Estimate Continue

000822

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)	<b>EXERCISE</b> _____ <b>FY</b> _____ (FORSCOM Reg 350-5)	<b>Requirements Control Symbol</b> FCJ3-168 FCJ3-169							
INSTALLATION EOE 2310 & 2330 RENTS AND UTILITIES									
<b>PROPERTY RENTED</b>									
1									
DESCRIPTION	PERIOD OF TIME RENTED	RENTAL RATE	TOTAL COSTS	NORMAL OPERATING COSTS	NET EXERCISE COSTS				
						<b>UTILITIES</b>			
2									
DESCRIPTION	PERIOD	FURNISHING AGENT	QUANTITIES	RATES	TOTAL COSTS	NORMAL OPERATING COSTS	NET EXERCISE COSTS		
NARRATIVE EXPLANATION OF DEVIATION									

FORSCOM Form 253-R, 1 Feb 97, Continued

Figure 7-1. Sample Field Budget Estimate Continue

000823

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)		EXERCISE _____ FY _____ (FORSCOM Reg 350-5)		Requirements Control Symbol FCJ3-168 FCJ3-169	
EOE 2320 COMMUNICATIONS					
INSTALLATION					
NUMBER OF LEASED LINES & FACILITIES TELEPHONE	TELEGRAPH	TERMINAL POINTS	TELEPHONE TOLLS TELEGRAPH	RATES USED	TOTAL COSTS LESS: NORMAL OPERATING COSTS NET EXERCISE COSTS
NARRATIVE EXPLANATION OF DEVIATION					

FORSCOM Form 253-R, 1 Feb 97, Continued

Figure 7-1. Sample Field Budget Estimate Continue

000824

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)	EXERCISE _____ FY _____ (FORSCOM Reg 350-5)	Requirements Control Symbol FCJ3-168 FCJ3-169	EOE 2510 PURCHASED EQUIPMENT (OTHER THAN ADP) MAINTENANCE				
INSTALLATION							
DESCRIPTION	CONTRACTING AGENCY	QUANTITIES INVOLVED	RATES	TOTAL COSTS	LESS: NORMAL OPERATING COSTS	NET EXERCISE COSTS	
NARRATIVE EXPLANATION OF DEVIATION							

FORSCOM Form 253-R, 1 Feb 97, Continued

Figure 7-1. Sample Field Budget Estimate Continue



<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)	EXERCISE _____ FY _____ (FORSCOM Reg 350-5)	Requirements Control Symbol FCJ3-168 FCJ3-169	EOE 2560 & 2570 PURCHASED SERVICES OTHER THAN UTILITIES, RENTS, AND COMMUNICATIONS				
INSTALLATION							
DESCRIPTION	CONTRACTING AGENCY	QUANTITIES INVOLVED	RATES	TOTAL COSTS	LESS: NORMAL OPERATING COSTS	NET EXERCISE COSTS	
NARRATIVE EXPLANATION OF DEVIATION							

FORSCOM Form 253-R, 1 Feb 97, Continued 8

Figure 7-1. Sample Field Budget Estimate Continue

000826

<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168)		EXERCISE _____		<i>Requirements Control Symbol</i> FCJ3-168 FCJ3-169	
<input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)		FY _____ (FORSCOM Reg 350-5)			
EOE 2600 SUPPLIES AND MATERIELS (EXCEPT POL)					
INSTALLATION					
1 DS/GS MAINTENANCE					
DESCRIPTION OF MATERIEL & PARTS	MATERIEL CATEGORY	QUANTITY	TOTAL COSTS	LESS: NORMAL OPERATING COSTS	NET EXERCISE COSTS
ASL - Repair Parts Exercise Site Re-deployment/Refurbishment					
2 OTHER EXPENDABLE SUPPLIES					
SSSC - Exercise Site Refurbishment Medical - Exercise Site Refurbishment Other - Exercise Site Refurbishment					

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Figure 7-1. Sample Field Budget Estimate Continue

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<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)		EXERCISE _____ FY _____ (FORSCOM Reg 350-5)			Requirements Control Symbol FCJ3-168 FCJ3-169		
INSTALLATION _____ EOE 2640 POL (OTHER) _____							
TYPE OF VEHICLES NUMBER	TYPE OF VEHICLES TYPE	TYPE OF POL	QUANTITY	UNIT COSTS	TOTAL COSTS	LESS: NORMAL OPERATING COSTS	NET EXERCISE COSTS
		MOGAS - TOTAL DEPLOYMENT EXERCISE SITE RE-DEPLOYMENT					
		DIESEL - TOTAL DEPLOYMENT EXERCISE SITE RE-DEPLOYMENT					
		PACKAGE POL DEPLOYMENT EXERCISE SITE RE-DEPLOYMENT					
		OTHER (IDENTIFY) DEPLOYMENT EXERCISE SITE RE-DEPLOYMENT					

FORSCOM Form 253-R, 1 Feb 97, Continued

Figure 7-1. Sample Field Budget Estimate Continue

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<input type="checkbox"/> <b>FIELD BUDGET ESTIMATE (RCS FCJ3-168)</b> <input type="checkbox"/> <b>FINAL COST REPORT (RCS FCJ3-169)</b>	<b>EXERCISE</b> _____ <b>FY</b> _____ (FORSCOM Reg 350-5)	<i>Requirements Control Symbol</i> FCJ3-168 FCJ3-169
<b>ALL OTHER OBJECT CLASSES</b>		
<b>INSTALLATION</b>		
1. Any other costs not budgeted for or reported on pages 2-10 of FORSCOM Form 253-R will be reported in detail and fully justified on this form. Such costs could include the following: a. Damages and claims. b. Equipment losses. c. Other contractual services (not included on pages 7 and/or 8 of FORSCOM Form 253-R). d. Costs arising from the loan of stock-funded items requisitioned on an inventory-temporarily-in-use loan.		
2. Costs should be budgeted and/or reported separately by EOE, identified to basis of costs (i.e., loss, damage, contractual service, etc.) with different type items involved listed separately to include brief description and/or materiel category where applicable.		
<b>NARRATIVE EXPLANATION OF DEVIATION</b>		

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**Figure 7-1. Sample Field Budget Estimate Continue**

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<input type="checkbox"/> FIELD BUDGET ESTIMATE (RCS FCJ3-168) <input type="checkbox"/> FINAL COST REPORT (RCS FCJ3-169)	<b>EXERCISE</b> _____ <b>FY</b> _____ (FORSCOM Reg 350-5)	<i>Requirements Control Symbol</i> FCJ3-168 FCJ3-169
STRENGTH OF PARTICIPATING UNITS/INSTALLATIONS		
UNITS/INSTALLATIONS	STRENGTH	

FORSCOM Form 253-R, 1 Feb 97, Continued

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Figure 7-1. Sample Field Budget Estimate Continue

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## CHAPTER 8 *Weather Support*

### 8-1. General

This chapter outlines the means by which weather services will be provided to Army forces. It describes the mutual support and coordination responsibilities of the Air Force Weather (AFW) and supported Army units. Weather information and service required by FORSCOM units participating in joint exercises are provided or arranged for by the Air Combat Command (ACC). The ACC weather personnel are attached to supported Army units IAW AR 115-10/AFJI 15-157 (Weather Support for the U.S. Army). Weather support requirements will be coordinated with the staff weather officer assigned to the command concerned.

### 8-2. Normal field Weather Support Requirements

- a. Corps and division requirements.
  - (1) Staff weather support to the commander.
  - (2) Forecasting and briefing services at the tactical operations center (TOC).
  - (3) Observing services at airfields.
  - (4) Air crew weather briefing service at the aviation brigade TOC.
- b. Armored Cavalry regiment requirements.
  - (1) Staff weather support to the commander.
  - (2) Forecasting and briefing services at the aviation squadron TOC.
  - (3) Observing services at airfield.
- c. Separate brigade requirements.
  - (1) Staff weather support to the commander.
  - (2) Forecasting, briefing, and observing services at the brigade TOC.

### 8-3. Weather Support Element Mission

Provides information on past, current, and future weather conditions which will enable supported Army commanders to exploit the tactical advantages which might be afforded by those weather conditions.

### 8-4. Concept of Weather Support

Army forces will be supported by attached weather support elements tailored to meet operational requirements for weather support according to the following criteria:

- a. Organized and operated under central control (the staff weather officer of the senior Army commander will supervise all weather support elements attached to subordinate Army forces).
- b. Collocated with major command and control elements and tied into existing weather facilities

which could be realistically expected to exist under the general situation of the exercise and as depicted in exercise plan.

- c. Mobility comparable to forces supported.
- d. Clearly defined functions and responsibilities for each weather support element.

### 8-5. Exercise Planning

Exercise directors should include staff weather officers in all phases of exercise planning. Participation of weather personnel in planning activities serves to:

- a. Ensure early consideration of climatology in development of plans.
- b. Permit concurrent planning of weather support tailored to meet exercise requirements.
- c. Ensure availability of advice and assistance on weather implications of the exercise.

### 8-6. Weather Annexes

All operational plans should contain a weather annex outlining in specific terms the weather support required, how the support will be provided, and all assistance required of the supported command. In addition to the weather annex, certain "weather inputs" should be included in other portions of operational plans to facilitate planning. Some major inputs are as follows:

- a. The ACC should be tasked to provide or arrange for weather services required by Army forces.
- b. The communications annex should reflect the specific weather communications requirements to include mobile facilities, if applicable.
- c. The logistics annex should provide for support of weather personnel.
- d. The transportation annex should provide for transportation of weather personnel and equipment to, from, and within exercise locations.

### 8-7. Deployment and Redeployment of Weather Personnel

Weather personnel will accompany supported forces to and from exercise areas. Movement orders for attached weather personnel will be issued by the supported Army commander. If weather personnel join the supported force in the exercise area, the servicing Air Force Military Personnel Flight (MPF) will arrange for or issue orders for weather personnel.

### 8-8. Funding

The FAA will include the cost of Army weather support in the exercise budget. Budgeting and funds for weather support forces collocated with, or attached to FORSCOM installations, will be provided

IAW paragraph 2-3, above. Weather support force augmentees will be provided or arranged by ACC. Orders will be issued or arranged for by the servicing MPF.

#### 8-9. Equipment and Supplies

- a. The ACC will provide meteorological equipment and supplies.
- b. Supported Army units will provide:
  - (1) Common items of equipment and expendable supplies, both initial and recurring stock.
  - (2) Organizational equipment as required for the exercise by the 1st WG units.

#### 8-10. Communications

- a. The Army or joint command will provide, operate, and maintain mobile weather communications (including interface with circuits, terminal equipment, and service) required from the designated Theater Deployable Communications (TDC) interface point to tactical locations.
- b. The U.S. Air Force or joint command will provide in-theater communications support down to the designated TDC interface point.

## CHAPTER 9

### Claims

#### 9-1. General

This chapter describes procedures for processing claims for joint exercise damages and establishes the following policies:

- a. Maneuver damage claims are payable either under AR 405-15 or AR 27-20. All claims will be processed and investigated as expeditiously as possible.
- b. Accidents and incidents will be investigated as required by AR 27-20, paragraph 2-3c, and information required by paragraph 2-8, above, will be ascertained as soon as possible after the occurrences. Information requirements of AR 27-40 will apply.
- c. Prompt and courteous service will be extended to all claimants and potential claimants.
- d. Claims offices will be located to provide maximum accessibility and convenience to potential claimants. The area claims office may designate special claims processing offices and may delegate approval authority.
- e. Normally the Maneuver Claims Director will be the Division Claims Judge Advocate.
- f. Coordination with all civil agencies and military departments will be completed during the planning stage.

#### 9-2. Procedures

- a. All incidents with the exception of those occurring on permit land generated by participating commands, stations, and units, including joint task force headquarters will be investigated by the Maneuver Claims Director or his appointed representative IAW paragraph H-1b, above, and referred to the designated command for adjudication and settlement. Incidents occurring on permit land will be investigated by the respective Corps of Engineers personnel, IAW AR 405-15.
- b. Engineer claims procedures (AR 405-15) will be used to the maximum extent possible. Under Engineer procedures, an SF Form 95, Claim For Damage, Injury or Death need not be filed to effect settlement; however, if these procedures are unsuccessful, the normal AR 27-20 procedures will be followed. During the initial planning phase, the Exercise Director or designated representative, will program sufficient O&M funds for incidents occurring on permit lands. Immediate coordination with the exercise engineer/district engineer will be effected to ensure sufficient lead time to program the funds required. These procedures are to be emphasized at all stages of initial planning by the area claims authority, Exercise Director, or their appointed representatives.

c. A memorandum of understanding concerning the operational and procedural aspects of exercise claims responsibility for a particular exercise may be executed. The area claims authority for an exercise, or designee, with the concurrence of the Chief, U.S. Army Claims Service, Fort George G. Meade, MD 20755, may enter into and execute an agreement with representatives of other military services and Army elements concerned with maneuver claims activities for a particular exercise. This memorandum of understanding will be made a part of the claims annex to plans for the exercise.

d. Liaison will be made with FORSCOM or TAC claims representatives regarding claims resulting from Air Force participation in the exercise and other claims to be processed through Air Force channels.

#### 9-3. Responsibilities

For joint exercises involving the use of non-government land, the FAA will:

- a. Provide a Maneuver Claims Director (MDC), who will be an officer of The Judge Advocate General's Corps, and a sufficient number of other JAG officers with necessary personnel (enlisted

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or civilian), transportation, and equipment to staff the Maneuver Damage Control Center (MDCC) for investigation, processing, and settlement of maneuver claims. The MDC shall not serve in a dual capacity as the SJA for an exercise force without prior approval of HQ FORSCOM. The MDCC will generally be located with the exercise engineer or the district engineer.

b. Establish pre maneuver liaison with the exercise engineer/district engineer to arrange coordinated operating procedures for the investigation and processing of claims, to obtain office space, and to provide other requirements necessary to support the MDCC. Pre maneuver training and orientation of claims personnel under command of the MDC and designated engineer personnel will be effected upon notice.

c. Establish and operate claims sub offices at appropriate and convenient locations.

d. Arrange, through appropriate public information channels, for advance publicity in the exercise area, to acquaint the civilian population with the locations of the MDCC and sub offices and the procedures necessary for reporting incidents and filing claims.

e. Provide for the preparation of claims instruction to participating units before the exercise begins and establish procedures for maintaining continuing liaison and coordination with the MDCC and participating units throughout the exercise and after. A point of contact should be established with each participating command, station, and unit for action required before and after completion of the exercise.

f. Coordinate with the exercise engineer/district engineer and assist in the issue of land use permits. A premaneuver survey of the area will be conducted to ascertain existing damage or use and documented, as required. This includes roads, forests, bridges, fields (agricultural areas), waterways, etc.

g. Arrange for furnishing appropriate engineer units to the neutral force that supports the maneuver claim mission when a neutral force is employed. The neutral force will work for the MDCC and the MDC for the damage mitigation and restoration requirements. The MDCC will maintain maps of the exercise locations and schedule teams to inspect and record incidents. In the event of any serious claim or damage, the MDCC will notify the MDC of any serious accident or damage. Incident reports will be collected daily and posted to the area map. Concentration of heavy maneuver damage will be identified and units cautioned to proceed with regard to damage. If a major accident occurs, engineer units

may perform immediate necessary repairs to public or private property during the course of and after the exercise. Repairs can only be completed with the permission of a landowner. The Maneuver Claims Office should be a party to any restoration activities and a release from the landowner should be coordinated and completed prior to initiating any restoration. These incidents and releases should be closely monitored by the MDC.

### **9-4. Transient Incidents**

Incidents occurring while a unit is in transit to or from an exercise area will be promptly investigated IAW with paragraph 9-1b, above (that is, by unit generating the claim). In addition, the unit claims officer will compile this information and send it to his home installation claims office for processing under AR 27-20 and AR 27-40.

### **9-5. Maneuver Claims Plan**

In coordination with the U.S. Army Claims Service (as required by AR 27-20, para 1-7b(14) and 1-8c(4)), prepare a maneuver claims plan IAW the general guidance in this appendix and send the plan to Chief, U.S. Army Claims Service, with an information copy to CDR, FORSCOM, ATTN: AFCG-JA, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT 45 days before the starting date of the exercise. Personnel augmentation and logistics support requirements for the claims organization will be included in the plan (RCS exempt, AR 335-15, para 7-2y).

### **9-6. Maneuver Claim After-Action-Report**

Send FORSCOM Form 254-R, Claims Status/Final Report, Exercise (**Figure H-1**), which summarizes all maneuver claim activities, to CDR, FORSCOM, ATTN: AFCG-JA, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, NLT 100 days after termination of the exercise (RCS exempt: AR 335-15, para 7-2v). Local reproduction on 8" x 10-1/2" paper is authorized. A camera-ready copy is available from the local Forms Management Office.

## **CHAPTER 10**

### ***Communications-Electronics***

#### **10-1. General**

This chapter provides guidance and instructions concerning the responsibilities associated with communications-electronics (C-E) requirements in support of joint exercises. Commands and agencies of FORSCOM will provide C-E support to the

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exercise director/controller, JTF, friendly, opposing, and neutral forces, as required.

### 10-2. Policy

The C-E representative appointed by the FAA:

a. Will represent FORSCOM in all Army C-E matters involved in all phases of the joint exercises.

b. Is authorized direct coordination with C-E agencies/units as required for preparation and conduct of the exercise. The CDR, FORSCOM, ATTN: AFCI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, will be included as an information addressee on all correspondence.

c. Ensure communications support is planned with the concept of a "come-as-you-are" war. However, when C-E equipment/personnel/team shortages exist that cannot be supplied from the installation or units on the force list, specific requirements will be addressed to CDR, FORSCOM 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 IAW instructions contained in Chapter 2, above, and FORSCOM regulation 350-12. These requests will be in keeping with the concept of operations and addressed to the FORSCOM staff agency having primary support responsibility as follows:

- (1) Equipment-DCSLOG.
- (2) Personnel-DCSPIM
- (3) Communications Teams-CIO.

d. Ensure all C-E requirements tasked to FORSCOM in the C-E Annex (Annex K) of the Joint Exercise Plan are satisfied.

### 10-3. FAA Duties

a. Coordinate communications support for exercise forces, including the Army airspace management and Military Intelligence Battalion Air Reconnaissance Support (aerial exploitation) units.

b. Provide personnel and equipment necessary to establish base and retransmission stations for the ground controller, stop-buzzer, and lifesaver nets.

c. Provide personnel and equipment to operate an evaluator base station when required.

d. Ensure participating Army forces are provided sufficient copies of appropriate authentication systems, operations codes, and other COMSEC material.

e. Obtain radio frequency requirements from participating forces and send them to the joint forces frequency coordinator by the specified suspense date. After frequencies have been assigned by the frequency coordinator, a list of assigned frequencies and proposed net structure must be sent to National Security Agency (NSA) for publication in the Automated Communications-Electronics Operating

Instructions (CEOI). Frequency data must be provided NSA at least 60 days before the in place date requested by the user. Failure to comply with the 60-day lead time could result in CEOI being issued without this information causing users to post frequencies manually (see AR 105-64 and FM 24-16). The services of the Frequency Spectrum Manager are available. Requests for this support should be addressed to the CDR, FORSCOM, ATTN: AFCI-TPM, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

f. Request for service (RFS) for leased circuits will be validated by the FAA before being sent through normal RFS channels (acquiring other validations as needed) to Defense Information Systems Network (DISN) Service Center (DSC), Scott AFB, IL. The FAA validation of the requirement will be shown in item number 417 (remarks) of the RFS. Once the RFS is submitted and entered into the Telecommunications Certification Office Support System (TCOSS) for processing by the DSC, a program designator code (PDC) will be assigned by USASC DCSOPS to identify funding. The RFS must be submitted to the DSC with adequate lead time to ensure the commercial carrier has sufficient time to provide the service. Lead times are established by the Defense Information Systems Agency (DISA) and vary depending on the type of service and geographical location. The DISA publishes the required lead times in the DISAC 310-130-1 or they can be obtained from the DSC. No RFSs will be processed without FAA validation.

## CHAPTER 11

### *Aviation*

#### 11-1. General

This chapter provides guidance and instruction in the area of Army air operations to include airspace

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management and air traffic control during joint exercises.

**11-2. Policy**

a. Full coordination between exercise proponent, participating services, and appropriate host nation airspace management agency will be accomplished to ensure acquisition of adequate special use airspace for conduct of exercises. Army requirements will be addressed to the Exercise Airspace Management Authority who will submit proposals to appropriate agencies. Early action must be initiated to permit coordination and circulation of airspace proposals. Six months is required for processing CONUS temporary special use airspace. OCONUS requirements may be greater.

b. An airspace management system will be set up to ensure effective execution of Army functions involving air defense, air traffic regulation, tactical mission control, and fire support coordination. The coordinated rules and procedures established by the Airspace Management Authority will be implemented by the Army. Specifically, these will include the following:

- (1) Control points.
- (2) Arrival, departure, enroute, and hand-off procedures.
- (3) In-flight reporting procedures.
- (4) Control of all air traffic operating under instrument flight rules.
- (5) Coordination procedures for aircraft operating under visual flight rules.
- (6) Procedure for integrating air movement information produced by command and control systems.
- (7) An airway structure when required for air traffic control.
- (8) Temporary restricted altitudes and areas when required to meet joint force objectives.
- (9) Dissemination of information concerning exercises (real and simulated) mortar, artillery, and air defense activity.
- (10) Designation of coordinating and/or separation altitudes, based on tactical situation, mission requirements, and capabilities of services involved. Coordination/clearance procedures will ensure maximum operating flexibility for commanders.

c. Instrument and visual flight rules (IFR/VFR) will be IAW AR 95-1 and FORSCOM Supplement 1 to AR 95-1 unless deviations are authorized.

d. Adequate flying hours for self-deployment, as applicable, and exercise participation will be included in the normal flying hour program by the aviation unit concerned.

e. Aviation safety will be integrated into all phases of exercise activity. Commanders will ensure mission play and decentralized control of aviation elements do not create an unsafe aviation environment.

**CHAPTER 12**

***Reserve Component Participation***

**12-1. General**

Reserve Component (RC) units are an integral part of the total force. RC units will participate in joint exercises when requested by the exercise CINC/sponsor as part of the WARTRACE trace for the given theater. In some instances, however, units may participate outside their WARTRACE if the units are available and will receive meaningful wartime training. The supported CINC or exercise sponsor will identify a type-unit requirement. The HQ FORSCOM will provide specific unit nominations. The CONUSA, the National Guard Bureau (for ARNG personnel), the U.S. Army Reserve Command (USARC) (for Reserve Personnel), the Active Component sponsor and gaining command should be involved in each decision on units proposed for exercise participation. Reserve Component participation in OCONUS training is governed by AR 350-9 and is coordinated by the Joint and Combined Training Exercise Branch (J&CTE), Training Division (AFOP-TRX) at HQ FORSCOM. Participation in CJCS and other specified exercises that are not coordinated as part of the ODT program are coordinated directly between HQ FORSCOM and CONUSA, USARC and/or NGB, as appropriate. Every effort will be made to provide RC units with a minimum of 18 months notice of selection for participation in a JTX.

**12-2. Evaluation**

a. Procedures/requirements for evaluating units are prescribed in FORSCOM/ARNG regulation 350-2.

b. The exercise FAA will provide required evaluators, conduct, and report results for evaluations conducted during CONUS exercises.

c. For OCONUS exercises, the supported CINC is responsible for providing evaluators and conducting the evaluation under the provisions of AR 350-9.

**12-3. OCONUS Exercises**

a. All RC units and those AC units supporting RC higher headquarters are governed by the

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provisions of AR 350-9 and FORSCOM Supplement 1 to AR 350-9.

b. The OCONUS commands are required to update the FORSCOM 5-year ODT/Exercise Plan by 1 August annually for the second succeeding fiscal year and 4 out-years.

c. Changes to the ODT Plan during the execution year are submitted by OCONUS commands, Third U.S. Army, and CONUS-based Corps through the commands' ODT manager to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

d. Participation in CJCS exercises in a trooplister status will be approved by CDR, FORSCOM, AFOP-TRX, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

#### 12-4. CONUS Exercises

a. The HQ FORSCOM (AFOP-TRX) will request the USARC and/or NGB, in coordination with the appropriate CONUSA, nominate units to fill requirements for CJCS or other specified exercises. The following criteria will be used to nominate and select units:

(1) WARTRACE. Units should participate as part of their primary WARTRACE trace whenever possible.

(2) Deployment. Priority consideration should be given to earlier deploying units of the scenario being exercised.

(3) Training Status. Prior to recommending a unit for participation in JTX, peacetime commanders must consider unit capability, training needs, schedule and resources available.

(4) Equipment Requirements. RC units participating in a CONUS JTX will normally be required to arrive in the exercise site with all TOE equipment. Specific equipment instructions will be provided by the exercise sponsor as early as possible in the planning process.

(5) Geographical Location. Proximity to an exercise location should be considered when funding is limited for participation; and/or travel time, in relation to the length, scope and training value to the unit of the exercise, is inappropriate.

(6) Required TOE/MTOE. The RC units will be organized under the TOE/MTOE requested by the exercise sponsor unless the low density of such type-units in the force structure limits availability for exercise play. In the latter case, CONUSA may nominate substitute TOE/MTOE units; however, each such nomination will be specifically annotated as a substitute to the original requirement.

(7) Waivers. The FORSCOM will consider waivers to the criteria above. Justifications for waivers must accompany unit nominations.

(2) Forces Command will announce the scenario and units needed as part of the 5-year exercise plan.

(3) The FAA will coordinate unit train-up, funding, and transportation of scheduled units with the NGB and USARC, as appropriate.

#### 12-5. Funding

Exercise funds are provided IAW AR 350-28, AR 350-9, Chapter 4; and paragraphs 2-5 and 2-6, above.

#### 12-6. Transportation

a. CONUS. The FAA will coordinate transportation arrangements for all force listed units participating in an exercise. Details of movement policy are in Chapter 6 of this regulation.

b. OCONUS. The FAA will coordinate transportation arrangements for all force listed units participating in a JTX. Coordination for movement of non force listed units' troops and/or equipment will be as directed by FORSCOM. Details of movement policy are in Chapter 6 of this regulation.

### CHAPTER 13

#### *Unified Commands (with Army Components)*

##### 13-1. United States Atlantic Command (USCINACOM)

A unified command headquarters at Norfolk, VA. The Command has Army, Air Force, Navy, and Marine components. United States Army, Forces Command (FORSCOM), is the Army component of USCINACOM.

##### 13-2. United States Central Command (USCENTCOM)

A unified command headquarters at MacDill AFB, FL. The Command has Army, Air Force, Navy, and Marine components. United States Army, Central Command (USARCENT), is the Army component of USCENTCOM. The USARCENT is also Third U.S. Army and is stationed at Fort McPherson.

##### 13-3. United States European Command (USEUCOM)

A unified command headquarters at Stuttgart, Germany. The Command has Army, Air Force, Navy, and Marine components. United States Army, Europe (USAREUR), is the Army component of USEUCOM. Its headquarters is in Heidelberg, Germany.

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### **13-4. United States Pacific Command (USPACOM)**

A unified command headquarters at Camp Smith, HI. The command has Army, Air Force, Navy, and Marine components. The Army component is United States Army, Pacific (USARPAC), headquartered at Fort Shafter, HI.

### **13-5. United States Southern Command (USSOUTHCOM)**

A unified command headquarters at Quarry Heights, Panama. United States Army, South (USARSO), is the Army component of USSOUTHCOM. Its headquarters is Fort Clayton, Panama.

### **13-6. United States Special Operations Command (USSOCOM)**

A unified command headquarters at MacDill AFB, FL. The command has special operations forces from the Army, Air Force, and Navy. United States Army, Special Operations Command (USARSOC), is the Army component of USSOCOM. Its headquarters is Fort Bragg, NC.

### **13-7. U.S. Transportation Command (USTRANSCOM)**

A unified command headquarters at Scott AFB, IL. The command is composed of Army, Navy, and Air Force elements. Military Transportation Management Command (MTMC) is the Army component of TRANSCOM.

### **13-8. U.S. Space Command**

A unified command headquarters at Peterson AFB, CO. The command is composed of Army, Navy, and Air Force elements. The U.S. Army Space Command is the Army component of U.S. Space Command.

## **CHAPTER 14**

### ***Exercise Construction***

#### **14-1. Reports**

a. Engineer units/task forces will maintain a weekly and final construction report, **per FORSCOM regulation 415-32**, or similar document required by the exercise directive, for each assigned construction project. A narrative summary will also be prepared for each project. This summary will include the following items:

- (1) Mission/activity/project.
- (2) Location.
- (3) Scope/description.
- (4) Tasking/approving authority.
- (5) Customer.

- (6) Estimated or actual costs.
- (7) Man hours by grade/MOS.
- (8) Equipment hours by type.
- (9) Class IV (Construction Materials) consumed.
- (10) Class III (POL) consumed.
- (11) Source Materials procured/produced (i.e., crushed rock (quantity and size)), items purchased locally (i.e., concrete), and items brought from home station and consumed during construction.

b. This narrative report/summary, along with an engineer related after action report items, will be forwarded to CDR, FORSCOM, ATTN: AFOP-OC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, within 30 days after redeployment.

c. As-built drawings will be submitted IAW exercise directives. In the absence of specific instruction, as built drawings will be submitted to the engineer staff element which approved the construction design.

d. Weekly engineer situation reports will be submitted IAW exercise directives. Engineer unit/task forces will request CDR, FORSCOM, ATTN: AFOP-OC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, be included as an information addressee on all engineer related situation reports. In the absence of specific guidance, weekly situation reports will be submitted to CDR, FORSCOM, ATTN: AFOP-OC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

#### **14-2. Design Package**

A design package, to include design drawings, draft DD Form 1391, FY, Military Construction Project Data, material estimates, fuel estimates, real estate estimates, work estimates, and cost estimates, will be submitted by each engineer unit/task force commander for each exercise FAA for review and approval IAW exercise directives. A quality control plan will also be developed and submitted for approval as directed.

#### **14-3. Guidance**

Exercise related construction guidance is established in Section 2805, Title 10, USC, and establishes the guidance for use of ERC funds in support of JCS

exercises. The ERC funds can be used for improvements and structures which are required to support a JCS directed or coordinated exercise and which endure beyond the end of the first exercise for which they are built, e.g., road, parking apron, and forward land strip. The definition of ERC does not include the upgrading of existing temporary facilities or the provision of low maintenance usable facilities which have the purpose of supporting a continuous U.S. presence (such as Soto Cano Air Base in Honduras). Such requirements should be requested as Military Construction projects.

a. Control of ERC funds is exercised by the J3, J4, and Engineer staff sections of the various joint commands.

b. Structures of a minor and temporary nature which are dismantled at the end of an exercise, i.e., base camp facilities, are funded by the service Operations and Maintenance (O&M) accounts.

c. Repair of previously constructed ERC projects can be funded using service O&M accounts.

d. The ERC funds can pay for:

(1) Materials and fuel consumed as a direct result of the construction of a designated project.

(2) Repair parts installed, for corrective repairs during construction by deployed exercise forces, on vehicles/equipment that are routinely used or participates in a designated project. The construction time frame, as it applies to repair parts, includes from project start date to project completion date as specified in the USSOUTHCOM exercise MOI.

(3) Equipment leases if the equipment exceeds unit authorizations; contractor related services, i.e., storage and handling of project materials.

(4) Relocation of civilian structures on a project site.

(5) Labor costs, except U.S. military labor.

(6) Overhead or support costs which can be identified as representing additional costs which would not have been incurred were it not for the project, i.e., real estate leases.

e. The ERC funds cannot be used for the following:

(1) Transportation costs of materials, supplies, and U.S. government furnished equipment.

(2) Travel and per diem costs applicable to troop labor.

(3) Costs of Materials, supplies, services, and fuel furnished by sources outside the Department of Defense on a non reimbursable basis.

f. The ERC funds do not apply to Deployments For Training (DFT).

## CHAPTER 15

### *Environmental Assessments, Land Acquisition, and Maneuver Areas*

#### 15-1. Land Acquisition and Maneuver Areas

Exercises are to be conducted using areas to train personnel, yet minimizing the effects upon the environment. Maneuver damage mitigation and restoration is required to the maximum extent possible. When training requirements cannot be adequately met with the existing facilities, FORSCOM will direct the acquisition of additional land through maneuver rights agreements, land use permits, leases, and acquisition.

a. The basic policy on the acquisition of maneuver rights for joint exercises is noted in Chapter 5, above.

b. Installation Commander (Host and Home station) must ensure land use guidance is given to the exercise participants in a timely manner, with consideration for the AC/RC/NG participation. Emphasis must be placed upon land use restrictions (DOD, Federal, state, local) and maneuver damage mitigation.

c. Unit commanders must ensure all personnel are trained in land use, maneuver damage mitigation and restoration requirements. Personnel must be trained prior to departure from home station, with follow-up training at the exercise sites.

d. The FAA appointed to execute FORSCOM engineer responsibilities include the following, at a minimum:

(1) Acts as the HQs, FORSCOM personal representative for all matters pertaining to land acquisition and land use for the joint exercise.

(2) Provides necessary funds and other assistance as may be requested by the division and/or district engineers to ensure acquisition of the required maneuver areas.

(3) Conducts Public Affairs activities under the guidance and policies of FORSCOM and OASD/PA. The responsibility for planning, coordinating, and directing the PA program will reside with the Director of Public Affairs, FORSCOM. This program should aid the acquisition of maneuver permits and enhance future joint exercises. Further responsibilities are contained in paragraph 2-13, above.

(4) Affects coordination with the appropriate DOD, federal, state or local officials regarding restrictions, limitations or prohibitions to land use. Ensures proper land use permits or agreements are secured prior to the exercise.

(5) Publishes timely land use guidance and maps for all exercise players and support forces. Ensure

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authorized use areas and restricted/off limits areas are noted on overlaid exercise maps.

(6) Prepares the maneuver damage support plan for the exercise, to include the identification of personnel requirements, environmental coordination, inspection schedules, troop units to support repair efforts, mitigation plans, transportation requirements, equipment requirements, troop training requirements, materiel requirements, land use guides, and whatever else is necessary to prevent damage, support mitigation procedures, repair, and to restore. Ensure budgeting and funding requirements for maneuver damage repairs and coordination are planned and programmed.

(7) Anticipates funding expenditures to settle maneuver damage claims resulting from exercise activities when these procedures are deemed most expeditious, IAW AR 405-15.

(8) Coordinates fire protection and prevention for the exercise activities at each location. Ensure fire prevention and protection receive emphasis in training and adequate personnel and equipment requirements are planned. Provide support to the exercise participants during operations.

e. The FAA will execute command responsibilities for exercise safety on public and private lands and use of highways. This will include compliance with the provisions of AR 55-29, AR 55-80, AR 55-113, and AR 55-162.

#### **15-2. Environmental Assessments and Environmental Impact Statements**

a. Environmental assessments will be required for all CINCUSACOM sponsored exercises. Training operations of a smaller scale are not excluded from the requirement to assess environmental consequences due to exercise personnel and activities. Exercise activities at each location must be examined to assess the impact upon the environment to determine if an environmental assessment or an impact statement is required, IAW AR 200-1.

b. An environmental assessment or impact statement is required whether on DOD installations or facilities or on non DOD facilities.

c. In the completion of the environmental assessment, attention must be provided to any exercise activity which causes a significant effect upon aircraft operations, noise, vehicular traffic, pollution, water contamination or the danger of water contamination, ammunition handling, POL handling, bivouac, field operations, wildlife, endangered species or land use.

## **CHAPTER 16**

### **Finance**

#### **16-1. General**

Temporary duty allowances for soldiers and civilians participating in JTX are prescribed in JTR, Volume 1, Chapter 4; JTR, Volume 2, Chapter 4; and AR 37-106. The DA policy and administrative instructions, to provide uniformity of application throughout the Army, are found in AR 37-106.

a. When the exercise is conducted on an Army installation, AR 37-106 will govern travel allowances for participating personnel.

b. When the exercise is conducted on other than an Army installation, regulations of the service concerned will govern travel allowances for participating personnel.

#### **16-2. Authorized Per Diem Allowances**

a. The senior commander in charge of the exercise, or the designated representative for each operating location, issues a statement to the soldier or civilian that either Government quarters or subsistence (at no charge) were not available during the stated period of the exercise.

b. The participant is conducting the advance planning or critique of the operation.

c. The Secretary of the Service concerned grants payment of a reduced per diem allowance while under field duty conditions to soldiers of a unit deployed outside the United States.

d. A period of temporary duty is authorized away from the site of the exercise.

#### **16-3. Unauthorized Per Diem Allowances**

a. Group travel is prescribed, to and from the exercise site. When Government meal tickets, messing facilities and sleeping accommodations are not furnished, reimbursement for occasional meals and quarters required to be procured from personal funds is authorized.

b. Rations-in-kind (including field rations) and quarters are available or furnished (whether or not used) during actual periods of the exercise.

#### **16-4. Travel Orders**

a. Will be issued IAW the instructions governed by AR 310-10 and include the following additional information:

(1) Group travel orders and unit movements will state "All travel and temporary duty directed by this order are of a type contemplated by AR 37-106."

b. Order-issuing authority must provide a definitive description of the purpose and special

requirements of this deployment in Items 9 and 16 of DD Form 1610, Request And Authorization For TDY Travel of DOD Personnel to prevent potential inequities of allowances (for example: "Participants of this exercise will perform under field duty conditions.").

#### 16-5. Lodging

a. Designation of buildings and structures for use by soldiers and civilians participating in the exercise will be made by the host installation commander.

b. There is no published basis for exempting USAG personnel from field billeting conditions; however, the mission and safety factors may become criteria for determining the adequacy of quarters for certain categories of personnel (for example, flight crews). This should be recognized and agreed upon by both services in joint exercise development planning.

#### 16-6. Subsistence

a. Enlisted soldiers, not entitled to per diem allowances, will be provided meals at no charge.

b. Officers, not entitled to per diem allowances, will be charged the basic food cost for meals under AR 30-1.

c. Officers and enlisted soldiers, entitled to per diem allowances, will be charged the basic food cost, plus surcharge rates.

d. Meal tickets may be issued only for :

(1) Periods of travel and when it is impractical to furnish subsistence in kind.

(2) Troop trains and motor convoys under the procedures set forth by AR 31-200.

#### 16-7. Forces Command Action Agent (FAA) Responsibilities

a. Furnish an administrative memorandum (sample format for this memorandum is in AR 37-106, (Figure 3-8) to participants eligible for per diem. Format should:

(1) Cite the applicable regulations of the host service that will govern per diem entitlements.

(2) Include a statement indicating dates during, before, and/or after the exercise when Government quarters and/or mess were not available to the participant, when appropriate.

b. Memorandum will support the soldier's or civilian's travel settlement voucher.

c. If the requisite information can be included in the travel order of the participant, this memorandum does not have to be attached to the travel settlement voucher.

d. Coordinate, develop, and execute appropriate Interservice agreement(s) necessary to ensure adequate and economical support of Army forces enroute to, during, and returning to home stations from exercises. Notify CDR, FORSCOM, ATTN: DCSRE, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, of any proposed interservice support agreement(s) and furnish copies of all executed agreements.

## CHAPTER 17

### Public Affairs

#### 17-1. General

This chapter provides guidance, defines responsibilities, and assigns tasks for the planning and execution of public affairs (PA) activities by FORSCOM units in conjunction with JTX.

a. Purpose. The goals of PA are to keep the American public informed of military operations to the maximum extent consistent with OPSEC and personnel safety, to promote understanding and support of the military mission, and to achieve and maintain the best relations with all segments of the public -- internal and external (foreign and domestic).

b. Policy. The PA policy will be determined by the Assistant Secretary of Defense for Public Affairs (OASD-PA) upon recommendation by the sponsoring CINC. Policy will depend on the nature of the exercise (CPX vs. FTX), visibility within the community, exercise objectives, and any sensitivities associated with the exercise.

c. Organization. Exercise public affairs will generally be conducted by an Exercise Public Affairs Office or a Joint Information Bureau (JIB), organized by the sponsoring Unified or Specified Command and answering to the Exercise Director. The role of the FAA participating units is to background information on Army/unit topics; information on Army/unit participation in the exercise; provide support as required by sponsoring command, to include personnel to assist in planning; individual personnel augmentation for JIB/Sub JIB/Command Information Bureau (CIB) operations; and recommendations on the need for support from public affairs detachments (PADs).

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**17-2. Mission**

a. To support sponsoring command in providing timely and factual coverage of the exercise to both internal military audiences and to the American public through national, regional, and local news media.

b. To provide the exercise joint PA office with the necessary expertise in Army organizations, doctrine, tactics, units, and equipment to promote understanding with internal and external audiences.

c. To coordinate Army-unique coverage for internal and external audiences.

**17-3. Concept of Operations**

a. Organization.

(1) Initial planning of exercise PA activities, to include preparation of proposed Public Affairs Guidance (PAG), will be done by the sponsoring command. Sponsoring command will provide FAA proposed PAG which will include at the minimum a concept of PA operations, date when family briefings may begin, draft public announcement, planned date of release, and draft questions and answers. This may be used to begin planning for Army/unit-unique PA actions.

(2) The OASD-PA will approve the PAG, and make the initial public announcement approximately 30 days prior to the start of the exercise. Following the announcement, FAA and participating units may make local releases, consistent with the approved PAG.

(3) Sponsoring command maintains overall responsibility for public affairs with exercise PA activities generally delegated to a Joint Public Affairs Office (JPAO) or JIB, responsible to the exercise director.

(4) The FAA may set up a CIB as required by exercise events or service-unique PA needs.

b. The PA Activities.

(1) Media Relations.

(a) The DOD policy calls for full and factual disclosure of information relating to military activities commensurate with national security limitations and personnel safety. With respect to joint exercises, material is releasable within the scope of the approved PA guidance.

(b) The DOD will make the initial public announcement of all joint exercises. Thereafter, the sponsoring command Public Affairs Officer (PAO) will conduct the PA program.

(c) Army specific PA activities are the responsibility of the FAA. In addition, participating units may discuss exercise related issues as they pertain to

the unit, within the scope of the approved PAG and OPSEC considerations.

(d) Release of information concerning exercise related accidents/incidents, including the names of casualties, will be released by the Exercise PAO/JPAO/JIB, after coordinating with the service involved. The FAA representative to the JIB may be called on to work through FORSCOM and Department of the Army Public Affairs.

(e) The FAA, if tasked by the exercise director, will establish facilities and services for visiting news media representatives, to include registration, billeting, transportation, supply, and news room accommodations. Government transportation will be available as appropriate, IAW AR 360-5.

(f) Sponsoring command will include Army and Air Force Hometown News Service as an addressee on exercise PA guidance. This will serve as the initial notification of a major exercise and will request coverage of participating units. The FAA and participating unit PAOs will encourage participation by their respective units, IAW AR 360-5.

(2) Command Information. The success of joint exercises depends largely on the understanding and enthusiasm with which they are directed and executed. The commander must ensure participants have the information to develop understanding and interest in the exercise.

(a) Commensurate with approved PAG, commanders will present CI material to all troops participating in the joint exercise prior to the start of the exercise. The following is considered minimum essential:

-- The purpose of the exercise to include the unit mission.

-- A detailed description of the exercise to include controller rules, opposing force tactics, and uniforms.

-- Description of the training areas, historical significance of the region, and local customs/standards.

-- Respect for private property and the rights of civilians in the maneuver area.

-- Standards of conduct required upon deployment, during the exercise, and upon redeployment.

-- Conservation of natural resources, including, but not limited to, forests and the prevention of forest fires.

-- Safety and health precautions.

(b) During the exercise the following are the minimum information objectives:

-- An understanding of current DOD and FORSCOM policies affecting troops.

-- Timely dissemination of local, national and international news.



- (c) After the exercise:
  - Unit and individual accomplishment.
  - Reemphasis of appropriate pre-exercise key messages.

(d) When practicable, FAA will ensure all troops participating in the joint exercise receive CI material IAW previous paragraphs.

(3) Community Relations (CR). The CR programs will generally be the responsibility of the PAO for the participating unit. The CR activities, to include civic leader tours to the exercise area, will be coordinated with the FAA and ODP, FORSCOM.

(4) The DOD Media Pool.

(a) In the event the DOD Media Pool is activated for the exercise, OASD-PA will notify the sponsoring command approximately 72-hours in advance. The notification of members of the DOD Media Pool is SECRET, security is to be maintained for a minimum of 24 hours after the pool is activated and in the air. The deployment of the DOD Media Pool is declassified once the pool has arrived at its final destination. The OASD-PA also makes the initial notification of Media Pool representatives, and provides escort officers and transportation to the exercise area.

(b) Upon arrival in the exercise area, responsibility for transportation, billeting, messing, and communications will rest with the Exercise Director. The JIB director will provide support/coordination, and task participating units for specific requirement such as escort officers familiar with the particular area of operations to be visited by the pool.

**17-4. Exercise Planning**

Exercise directors should include public affairs officers in all phases of exercise planning. Participation of public affairs officers in planning activities serves to:

- a. Ensure early consideration of public affairs objectives and requirements in the development of plans.
- b. Permits concurrent planning of public affairs support tailored to meet exercise requirements.
- c. Ensure availability of advice and assistance for public affairs and news media implications of the exercise.

**17-5. Responsibilities**

- a. Office of the Assistant Secretary of Defense (Public Affairs). OASD-PA provides overall PA guidance for joint exercises, and approves specific exercise PAG prepared by sponsoring command.
- b. Sponsoring Command.

(1) Prepares proposed PA Guidance and forwards to OASD-PA for approval/comment, along with recommended release dates.

(2) In conjunction with supporting/component commands, determine PA requirements for the exercise, to include PA staffing requirements, recommending PA posture, communications objectives, and organization to DOD.

(3) Establish JPAO/JIB, and Sub-JIBs as required.

(4) Maintain overall responsibility for the conduct of the exercise PA program.

(5) Coordinate all billeting, messing, local transportation, communications, and support requirements for DOD Media Pool in the event of deployment to the exercise area.

c. FORSCOM. (Responsibilities or additional responsibilities for FORSCOM-sponsored exercises.)

(1) In conjunction with DCSOPS, Identify provider of PA support.

(2) Determine Army communications objectives for the exercise in coordination with overall Army PA guidance.

(3) Provide FAA with assistance in identifying individuals or units to augment exercise PA operations.

d. The FAA responsibilities include.

(1) Appoint a qualified public affairs representative to represent the Army component in exercise public affairs planning meetings.

(2) Act as the central point of contact for all exercise-related Army PA requirements.

(3) Provide Army-unique input to exercise PA guidance; exercise PA, Joint Tasking Document; and information on Army units, commanders, and equipment for exercise media guide use.

(4) Task supporting units to provide or request FORSCOM DPA to provide or task PA personnel augmentation for JIB or Sub JIB.

(5) Establish public affairs program to keep internal and external audiences around the home installation informed of unit activities, consistent with approved exercise PA guidance.

(6) Establish CIB, as required, to provide command-specific PA support for the exercise, and

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to support service internal information requirements.

(7) Work with participating units, both Active and Reserve Component, to arrange opportunities for media representatives from local areas to cover the unit's participation in the exercise. Opportunities can include non-local travel, provided space is available and travel meets the requirements set forth in applicable AR 360-5.

(8) Coordinate logistical support for DOD Media Pool with participating units if tasked by JIB Director.

(9) For joint exercises which are CJCS scheduled/sponsored, FORSCOM coordinated, FAA may be tasked with all of the responsibilities assigned to the sponsoring command PAO. The FAA would also be responsible for determining Army communications objectives in support of the exercise.

e. Participating Unit Public Affairs Office.

(1) Provide information on unit, commander, unit exercise involvement, or unique equipment to FAA for exercise media guide.

(2) Provide personnel or unit augmentation for exercise JIB support or CIB as required.

(3) Provide personnel and equipment assets necessary to fulfill unit internal and external PA needs.

(4) Plan, coordinate and execute non-local travel for news media to cover unit participation in the exercise. Media travel will be planned in coordination with local operational requirements and in coordination with FAA and FORSCOM PA guidelines.

(5) Conduct PA program to keep internal and external audiences around the home installation informed of unit activities, consistent with approved exercise PA guidance and OPSEC.

(6) Provide escort officer(s) familiar with unit participation and local exercise area as tasked by JIB Director should Media Pool visit the unit area.

### **17-6. Personnel Augmentation**

a. Sponsoring command PAO, in conjunction with Exercise Director and staff, will determine PA personnel augmentation requirements, to include PA unit participation.

b. Individual augmentation requirements will be transmitted to FORSCOM as part of the Joint Table of Distribution (JTD). Requirements will be tasked to FAA through DCSOPS channels. The FAA will identify names to fill required positions from organic assets, or from supporting units' PA assets.

c. Sponsoring command will determine the need for Army PA units in the exercise. Public affairs personnel and units will be included on the exercise troop list. The FAA requests to task PADs will be directed through FORSCOM DPA and tasked by FORSCOM DCSOPS.

### **17-7. Coordinating Instructions**

a. The FAA will act as Army representative at Sponsoring Command planning meetings, and in all exercise preparations and activities.

b. Participating units will work directly with FAA in all PA matters pertaining to the exercise.

**APPENDIX A**

***Obligation Guidelines for Army CJCS  
Exercise Funds***

**A-1.** Exercise OMA are provided to cover added costs of participation in a CJCS approved exercise. A simple “rule of thumb” to apply in determining appropriateness for obligating exercise funds is to ask if the service or item will remain useable after conclusion of the exercise. If the service or item is useable, exercise funds probably should not be used.

**A-2.** Examples of costs which are not appropriate charges to exercise funds include:

a. Purchase of computers, fax machines, beepers, and copiers. These items may be less expense to buy than to lease in the short term. However, when maintenance, shipping, accounting and perishable technology is considered they result in great cost to the U.S. government.

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**APPENDIX B**

**References**

**Section I**

**Required Publications**

<p><b>AR 5-9</b> (Intraservice Support Installation Area Coordination). Cited in paragraph 3-4e(6); 6-3d(1).</p> <p><b>AR 5-16</b> (Army Supplement to Defense Regional Interservice Support (DRIS) Regulation). Cited in paragraph 2-8.</p> <p><b>AR 11-11 (S)</b> (War Reserves). Cited in paragraph 2-7b(1).</p> <p><b>AR 11-12 (C)</b> (Logistics Priorities). Cited in paragraph 2-7b(1).</p> <p><b>AR 11-18</b> (Cost Analysis Program). Cited in paragraph 7-6b.</p> <p><b>AR 27-20</b> (Claims). Cited in paragraph 9-1a,b; 9-2b; 9-4; 9-5.</p> <p><b>AR 27-40</b> (Litigation). Cited in paragraph 9-1b; 9-4.</p> <p><b>AR 27-50</b> (Status of Forces Policies, Procedures, and Information). Cited in paragraph 3-8.</p> <p><b>AR 30-1</b> (The Army Food Service Program). Cited in paragraph 16-6b.</p> <p><b>AR 37-1</b> (Army Accounting Guidance). Cited in paragraph 7-6a,b.</p> <p><b>AR 37-106</b> (Finance and Accounting for Installations-Stations and Evacuation Allowances). Cited in paragraph 2-6b(1); 16-1a(1),(2); 16-7.</p> <p><b>AR 55-29</b> (Military Convoy Operations in CONUS). Cited in paragraph 15-1e.</p> <p><b>AR 55-80</b> (Highways for National Defense). Cited in paragraph 15-1e.</p> <p><b>AR 55-113</b> (Movement of Units within Continental United States). Cited in paragraph 15-1e.</p>	<p><b>AR 55-162</b> (Permits for Oversize, Overweight or other Special Military Movements on Public Highways in the United States). Cited in paragraph 15-1e.</p> <p><b>AR 95-1</b> (Army Aviation Flight Regulations). Cited in paragraph 11-2c; 15-1e.</p> <p><b>AR 115-10/105-3</b> (Meteorological Support for the U.S. Army). Cited in paragraph 8-1.</p> <p><b>AR 115-11</b> (Army Topography). Cited in paragraph 4-3a.</p> <p><b>AR 200-1</b> (Environmental Protection and Enhancement). Cited in paragraph 15-2a.</p> <p><b>AR 310-10</b> (Military Orders). Cited in paragraph 14-4a.</p> <p><b>AR 350-2</b> (Opposing Force Program). Cited in paragraph 12-2, 12-3.</p> <p><b>AR 350-9</b> (Overseas Deployment Training (ODT)). Cited in paragraph 12-2, 12-2c, 12-4, 12-6.</p> <p><b>AR 350-28</b> (Army Exercises). Cited in paragraph 2-7. 2-5a(1),(3).</p> <p><b>AR 360-5</b> (Public Information). Cited in paragraph 17-3b(1)(e),(f).</p> <p><b>AR 380-5</b> (Department of the Army Information Security Program). Cited in paragraph 2-10, 4-3f.</p> <p><b>AR 380-150</b> (Access to and Dissemination of Restricted Data). Cited in paragraph 2-3e(6).</p> <p><b>AR 385-40</b> (Accident Reporting and Record). Cited in paragraph 2-14f(4),(8).</p> <p><b>AR 385-63</b> (Policies and Procedures for Firing Ammunition for Training, Target Practice and Combat). Cited in paragraph 2-14f(4), (8).</p> <p><b>AR 405-15</b> (Real Estate Claims Founded Upon Contract). Cited in paragraph 9-1a, 9-2a,b; 15-1d(7).</p>
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**AR 525-16** (Temporary Cross-Border Movement of Land Forces Between the United States and Canada). Cited in paragraph 2-3e(17).

**AR 530-1** (Operations Security (OPSEC)). Cited in paragraph 4-39.

**AR 600-8-1** (Army Casualty and Memorial Affairs). Cited in paragraph 3-2b.

**AR 600-8-101** (Army Casualty and Memorial Affairs and Line of Duty Investigations). Cited in paragraph 3-6a.

**AR 700-4** (Logistics Assistance Program). Cited in paragraph 2-7c(3).

**DA Circular 55-XX-3** (Military Traffic Management Command Port Handling Billing Rates). Cited in paragraph 2-5d(5).

**FM 8-9** (NATO Handbook on the Medical Aspects of NBC Defensive Operations). Cited in paragraph 5-7b(6)(d).

**FM 19-40** (Enemy Prisoners of War, Civilian Internees and Detained Persons). Cited in paragraph 3-7c(2).

**FM 21-77A (S)** (Joint Worldwide Evasion and Escape Manual). Cited in paragraph 3-7c(2).

**TM 8-285** (Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries). Cited in paragraph 5-7b(6)(d).

**FORSCOM Regulation 55-1** (Unit Movement Planning). Cited in paragraph 6-3e(1).

**FORSCOM Regulation 55-2** (Unit Movement Data Reporting and System Administration). Cited in paragraph 6-3d(1).

**FORSCOM Regulation 115-11** (Climatic, Hydrological, and Topographic Services). Cited in paragraph 4-3a.

**FORSCOM/ ARNG Regulation 350-2** (Reserve Component Training). Cited in paragraph 4-2c.

**FORSCOM Regulation 350-3** (Specialized Training in FORSCOM Active Army and Reserve Component Units). Cited in paragraph 4-2b(1),(2),(3); c; d; 4-3b,c,e,f.

**FORSCOM Regulation 385-1** (Forces Command Safety Program). Cited in paragraph 2-14h.

**FORSCOM Pamphlet 135-3** (Guide for the Analysis of Training Performance). Cited in paragraph 12-2.

**Section II**  
***Related Publications***

**AR 5-9** (Intraservice Support Installation Area Coordination).

**AR 11-33** (Army Lessons Learned Program).

**AR 37-100** (Account/Code Structure).

**AR 37-111** (Army Stock Fund).

**AR 95-2** (Air Traffic Control, Airspace, Airfields, Flight Activities and Navigational Aides).

**AR 95-3** (Aviation General Provisions; Training, Standardization and Resource Management).

**AR 105-64** (U.S. Army Communications-Electronics Operation Instruction Program).

**AR 135-200** (Designation, Classification, and Change in Status of Units).

**AR 215-1** (Administration of Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities).

**AR 310-25** (Dictionary of United States Army Terms).

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<b>AR 335-15</b>	(Management Information Control System).	<b>AR 360-81</b>	(Command information).
<b>AR 350-30</b>	(Code of Conduct Training).	<b>AR 380-67</b>	(Dept of the Army Personnel Security Program).
<b>AR 350-225</b>	(Survival, Evasion, Resistance, and Escape (SERE) Training).	<b>AR 385-95</b>	(Army Aviation Accident Prevention).
<b>AR 360-7</b>	(Army Broadcasting Service).	<b>AR 614-11</b>	(Temporary Duty).
<b>AR 360-61</b>	(Community Relations).	<b>AR 750-1</b>	(Army Materiel Maintenance Policy and Retail Maintenance Operations).
<b>AR 360-80</b>	(Public Information: Release of Information When More Than One Service Is Involved in Accidents and Incidents).	<b>FM 24-16</b>	(Radio Frequency Management).
		<b>FORSCOM Regulation 350-3</b>	(Specialized Training in FORSCOM Active Army and Reserve Component Units).
		<b>FORSCOM Regulation 350-12</b>	(Procedures for Tasking and Support from Active Component Installations and Units).

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**GLOSSARY*****Abbreviations and Terms*****ARFOR Headquarters**

The senior Army controlling headquarters in the theater of operation.

**Army Component**

The Army component commander and all those individuals, units, detachments, organizations, and installations under his command that have been assigned to a unified command. See Chapter 13 for a list of unified commands, and associated Army component commands.

**Army Support Dollars (ASD)**

Operations and Maintenance Army funds provided by HQ FORSCOM in Program 2 (AMS 116011) to pay incremental exercise cost associated with a CJCS approved exercise (see Incremental costs, below).

**Computer Assisted Exercise (CAX)**

Command post type exercises that rely heavily on computer simulations and computer support to provide situations for the training audience.

**Combined Exercise**

An exercise involving participation by two or more countries.

**Command Initiated Exercise**

Training exercises programmed and conducted by other commands but that are not part of the CJCS Five-Year Joint Training Plan. Funding for FORSCOM unit(s) participation is supplied by the command initiating the exercise.

**Commercial Ticket Program**

CJCS sponsored, USTRANSCOM administered program for funding individual and small unit travel on scheduled commercial airlines when in support of a CJCS approved exercise. Individuals/units must be on the exercise TPFDL and will normally consist of 20 or less passengers.

**Component Interoperability**

Operational training in which more than one Service component participates.

**Dual Support**

The forces that will, at a minimum, support both the ARFOR and OPPAR. In addition, these forces may provide support to the JTF and/or Exercise Director

Headquarters. To the extent possible, logistics units participating in this category will be organized into two separate elements, one each in support of the ARFOR and OPPAR. These will operate under a single logistics command (control headquarters). Dependent upon availability of certain specialized units and constraints peculiar to a specific exercise, some units may:

(1) Be considered neutral (non tactical).

(2) Support all exercise forces from a central location but perform their mission tactically.

(3) Alternate supporting the ARFOR and OPPAR. This may be done with a one-of-a-kind or highly specialized unit.

**Exercise Related Construction (ERC) Funds**

Funds approved by Congress that support a specific project within a CJCS exercise. These funds have detailed reporting requirements that must be followed (see Chapter 14).

**Forces Command (FORSCOM)**

FORSCOM is also a Major Army Command (MACOM) and Army Component to CINCUSACOM. The command is headquartered at Fort McPherson, Georgia.

**Forces Command (FORSCOM) Action Agent (FAA)**

Commander of an organization appointed by FORSCOM to coordinate and manage FORSCOM unit's participation in a JTX/JRX.

**Force Listed Units**

Used synonymously with Troop Listed Units.

**Humanitarian/Civic Assistance (HCA)**

Funds provided by DOD through a theater CINC to support a specific project, usually engineering or medical, connected with a CJCS exercise.

**Incremental costs**

Costs over and above normal operations cost incurred by a unit due to participation in an exercise.

**Installation**

Any real estate or facility, owned or leased, operated by DOD or services for military purposes (see JCS Pub I and AR 310-25).

**Joint Readiness Exercise (JRX)**

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A term sometimes used interchangeably with Joint Training Exercise (JTX).

### **Joint Task Force (JTF)**

A Joint Task Force (JTF) is a force composed of assigned or attached elements of two or more of the Services, Army, Navy, Air Force or the Marine Corps, that is constituted and so designated by the Secretary of Defense, by a CINC, or by the commander of a subordinate Unified Command or an existing Joint Task Force.

### **Joint Training**

Military training based on joint doctrine to prepare joint forces and/or joint staffs to respond to operational requirements deemed necessary by the CINCs to execute their assigned missions.

### **Joint Training Exercise (JTX)**

A training exercise conducted by two or more of the Armed Forces of the United States (Army, Navy, Air Force, Marines, Coast Guard). As used in this regulation, it applies only to those training exercises approved and published in the CJCS Five-Year Joint Training Plan.

### **Multinational Training**

Military training based on allied, joint and/or Service doctrine, as applicable, to prepare units in response to NCA-approved international mandates.

### **Neutral Forces**

Agencies supporting, but not directly participating in, exercise activities.

### **OCONUS**

Outside the Continental United States. The term OCONUS, as used herein, refers to all areas of the world located outside the contiguous 48 states of the United States. Alaska, Hawaii, Guam, Puerto Rico, U.S. Virgin Islands, and other territories and possessions of the United States are treated as OCONUS except for the Reserve Component ODT program.

### **Opposition Army (OPPAR)**

The Army elements of the opposition force.

### **Opposition Force (OPFOR)**

The entire aggressor/opposition force.

### **Participant List**

All FORSCOM units/activities scheduled to participate in an exercise regardless of funding source.

### **Port Handling/Inland Transportation (PH/IT) Funds**

Funds provided by CJCS through DA and FORSCOM to the FAA to support the contractual handling and movement of Army personnel and/or equipment.

(1) Port Handling - Expense related to receipt/dispatch, documentation, terminal handling, and stevedoring of cargo at ports of embarkation/debarkation associated with Military Sealift Command shipping that supports CJCS approved exercises.

(2) Inland Transportation - Expense related to the movement of Army exercise participants and cargo to/from SPOE/SPOD or APOE/APOD, and/or to/from the exercise area by surface transportation commercial-for-hire firms when use of organic transportation is not available or cost effective. Transportation expenses associated with TDY and/or exercise conferences and air travel are specifically excluded.

### **Service Training**

Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational and component interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

### **Troop Listed Units**

Forces Command units programmed to participate in CJCS approved exercises. These units will receive CJCS/unified command provided airlift/sealift and DA support funding of the units' incremental costs associated with exercise participation.

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**Unit Initiated Exercise**

Training exercises programmed and conducted by FORSCOM unit commanders using available forces and training funds (OMA or OMAR, as

appropriate). In some cases support or participation of another service may be involved; however, these exercises are not considered JTX/JRX and are not addressed in this regulation.

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