

3,000 return from Iraq in April/May

8/2 & 9/16 - 200 depart for OIF

11/18/06 - Another 150 depart for OIF

2007 sees the mobilization of more than 260 troops

3/27, 4/1 & 6/1/06 - Army Guard Aviators mobilize for OIF

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

JAN FEB MAR APR MAY JUN JUL

2005

2006

2007

AR APR MAY JUN JUL AUG SEP OCT NOV DEC

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

3/13 & 10/13/04 - Nearly 300 are mobilized for OIF & OEF

7/13/06 - 700 Arkansas Soldiers head out for OIF

Operation Iraqi Freedom & Operation New Dawn

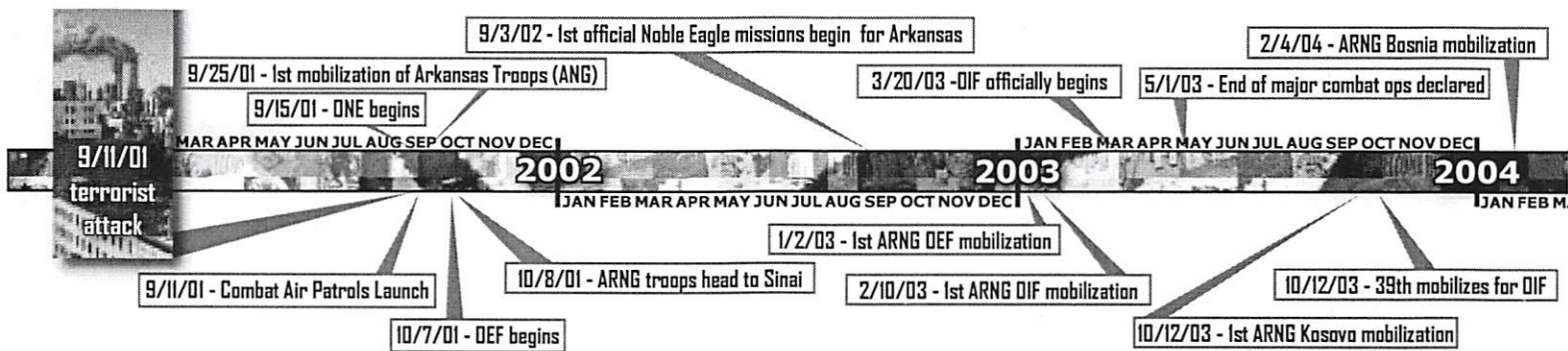
Operation Iraqi Freedom (OIF) was launched on March 20, 2003, in an effort to free the Iraqi people from the tyrannical rule of Saddam Hussein, and destroy his regime's ability to use weapons of mass destruction or to make them available to terrorists. By May of 2003, the regime was removed and the end of major combat operations was declared. The mission shifted to helping the new government of Iraq improve security, establish a system of governance and foster economic development. The American-led military coalition focused on destroying terrorist networks operating in the country, and helping the Iraqi people rebuild. Personnel from nearly every unit of the Arkansas Army National Guard have been mobilized in support of OIF, which ended Sept. 1, 2010.

87th Troop Command	296th Ambulance Company	Feb. 03 - Mar. 04
87th Troop Command	1123rd Transportation Company	Feb. 03 - Jun. 04
39th Infantry Brigade	All units of the 39th IBCT	Oct. 03 - Apr./May 05
35th Aviation Brigade	HHC, 2nd Battalion, 114th Aviation Regiment	Dec. 03 - Jan. 04
87th Troop Command	Company C, 212th Signal Battalion	Oct. 04 - Jan. 06
142nd Field Artillery	Battery B, 1st Battalion	Aug. 05 - Oct. 06
87th Troop Command	25th Rear Operations Center	Sept. 05 - Oct. 06
77th Aviation Brigade	Detachment 1, B Company, 449th AVIM	Feb. 06 - Jul. 07
77th Aviation Brigade	1st Battalion, 185th Aviation Regiment	Mar. 06 - Sept. 07
77th Aviation Brigade	Airfield Management Element (Kuwait)	Apr. 06 - Jul. 07
77th Aviation Brigade	2nd Battalion, 114th Air Traffic Services	May 06 - Aug. 07
77th Aviation Brigade	1st Battalion, 111th Aviation Regiment	Jun. 06 - Oct. 07
142nd Fires Brigade	A & B Battery, 2nd Battalion (Kuwait)	Jul. 06 - Jan. 08
87th Troop Command	875th Engineer Battalion	Jul. 06 - Nov. 07
142nd Fires Brigade	Battery, C, 2nd Battalion	Nov. 06 - Feb. 08
142nd Fires Brigade	Battery, C, 1st Battalion	Jan. 07 - Mar. 08
142nd Fires Brigade	Headquarters	Apr. 07 - May 08
87th Troop Command	Headquarters, 871st Troop Command	Jun. 07 - Jul. 08
87th Troop Command	213th Area Support Medical Company	Jul. 07 - Aug. 08
39th Infantry Brigade Combat Team	Included Soldiers from most AR ARNG Units	Jan. 08 - Feb. 09

Operation New Dawn began on Sept. 1, 2010

77th Theater Aviation Brigade	1st Battalion, 185th Aviation	Nov. 10 - present*
77th Theater Aviation Brigade	Headquarters	Feb. 11 - present*

*As of Sept. 30, 2011 - end of fiscal year



The Arkansas National Guard responded quickly and decisively in the hours and days following the terrorist attack on Sept. 11, 2001. All Guard facilities in the state immediately moved to Force Protection Condition Delta, and access to Camp Robinson and Fort Chaffee was severely restricted. Multiple missions were tasked down to Arkansas Army and Air National Guard units to secure state and national facilities. Response missions included the first launch of aircraft from the 188th Fighter Wing with live ammunition to secure and defend the nation's skies.

In the days and months following the attack, the Arkansas Guard performed a myriad of security missions across the state:

Airport Security

- Little Rock National
- Fort Smith Regional
- North West Regional
- Mountain Home Regional
- Texarkana Regional

Infrastructure Security

- Arkansas Nuclear One
- Highland Industrial Park

Arkansas Military Security

- Camp Robinson
- Ebbing Air Guard Base
- Fort Chaffee
- Little Rock Air Force Base
- Pine Bluff Arsenal

Operation Noble Eagle

188th Fighter Wing	Combat Air Patrols	Sept. 01 - Jul. 02	Nationwide to include Presidential Security
189th Airlift Wing	Security	Oct. 01 for up to two years	Security Forces at Shepherd Air Force Base, Texas
223rd Combat Com. Squadron	Communications Support	Jan 02 for two years	Tyndall Air Force Base, Fla.
142nd Field Artillery Brigade	Security	Sept. 02 - Jun. 03	Fort Huachuca; Fort. Polk; Red River Army Depot; Pine Bluff Arsenal.
216th Military Police	Security	Oct. 02 - Aug. 03	Fort Leonard Wood, Mo.
935th Support Bn.	Security	Jan. 03 - Dec. 04	Little Rock Air Force Base
142nd Field Artillery	Security	Mar. 03 - Oct. 03	224th Maintenance at Ft. Sill, Ok.
875th Engineer Bn.	Engineering support	Mar. 03 - Nov. 03	Umatilla Chemical Depot, Hermiston, Ore.
935th Support Bn.	Security	Dec. 03 - Dec. 04	Ebbing Air Base, Fort Smith; LRAFB
212th Signal Bn.	Security	Jun. 03 - Jan. 04	Fort Sam Houston, Texas; Red River Army Depot.
142nd Field Artillery Brigade	Security	Mar. 04 - Jan. 05	Pine Bluff Arsenal; Pueblo Chemical Depot, Pueblo, Colo.

Arkansas National Guard Unit Welcomed Home

By SGT Chris A. Durney

Arkansas National Guard State Public Affairs Office

2/8/06, Camp Joseph T. Robinson, North Little Rock, AR Within the Arkansas National Guard they're known as Charlie Rock. But for the people who lined the streets of White Hall, Ark., to watch them parade by, they're simply heroes come home.

Thirty-three members of Company C of the 212th Signal Battalion were honored at a parade and welcome home celebration in White Hall Saturday, Feb. 4, 2006. The unit is based in the nearby city of Pine Bluff and has recently completed a 14-month mobilization in support of Operation Iraqi Freedom.

The battalion mobilized approximately 130 Soldiers in October 2004, serving with the Mississippi National Guard's 155th Brigade Combat Team while in Iraq. The 212th returned to the United States with the 155th throughout December and early January.

White Hall resident Lindsey Alford and her daughter admired the troops as they smartly marched by wearing their desert uniforms. The Alfords held small American flags and waved at the Soldiers as they passed.

"It's really nice that they went and did that for us," said Alford. "I really appreciate it, and we should all be proud of them."

The parade ended at the city park, where friends, family and fellow Guard members gathered to honor Charlie Rock's accomplishments in Iraq. From political candidates to mayors and commanders, speakers rose to let the troops know that they are appreciated. But it was 11-year-old Joey Broadnax who brought the house down with a rousing rendition of "God Bless America." Most watching were amazed that such a strong voice was packed into such a small boy.

For SGT LaDale Higgins the deployment was a learning experience. "It was like a long annual training period, I learned a lot about my job there," he said. SGT Higgins served as a cable installer while stationed near Kalsu. The Pine Bluff native is a student at the University of Arkansas at Little Rock and has three sons.

For SPC Sara Brown of Pine Bluff, it was a satisfying deployment. "There were a lot of good things done over there," said SPC Brown as she kept an eye on her daughters Christina, 3, and Sara, 7, "and we made some good friends."

One place they were able to make friends was at a school in Kalsu. According to SGT Higgins, Charlie Rock adopted the school and spent some of their time helping out there. "It was our way of reaching out to the locals," said SGT Higgins.

The 212th Signal Battalion installs, operates and maintains communications systems for combat control, intelligence, fire control, combat support and combat service support. As part of the Arkansas National Guard's transformation and re-structuring plan, the 212th is dissolving as a battalion. One company is slated to move to the 39th Brigade Combat Team, and one company will become a unit of the 142nd Fires Brigade.

Company C, STB was reorganized from Company C, 212th Signal Battalion at Pine Bluff, Arkansas. The Company is now located in White Hall, Arkansas. The 212th Signal Battalion was formerly headquartered in Little Rock, Arkansas, but was inactivated at the same time as the reorganization of the 39th Brigade Combat Team in 2005.

Company C, 212th Signal Battalion was mobilized for Operation Desert Storm in 1990, but did not deploy to theater.

★ Company C, 212th Signal Battalion deployed to Iraq in support of Operation Iraqi Freedom III from August 2004 to January 2006 as a part of the 155th Heavy Brigade Combat Team.^[5] During this tour of duty, the 155th HBCT suffered fifteen fatalities. The Brigade served under the II Marine Expeditionary Force.^{[6][7]} Elements of Company C were based out of FOB Kalsu and Camp Dogwood.

Company C, STB is additionally entitled to Campaign Participation Credit for the Aleutian Islands Campaign. The company served as a Company D, 1st Battalion, 153d Infantry Regiment during World War II and was stationed in the Aleutian Islands with the rest of the 153rd Infantry Regiment.^[8]

First unit of AR ARNG Soldiers returns from Iraq

More than 100 Soldiers from the Arkansas Army National Guard's 296th Medical Company, based in Charleston and North Little Rock, returned home after a one-year tour of duty in support of Operation Iraqi Freedom.

Members of the 296th Medical Company arrived in Alexandria, La., Feb. 9, and remained at Fort Polk, La., for approximately one week to complete the Army's demobilization process.

"Words almost can't express the tremendous sense of pride and gratification we all share as we welcomed our Soldiers back to American soil," said Maj. Gen. Don C. Morrow, the adjutant general of Arkansas. "We are truly grateful for their service and were delighted to be able to welcome all of them back home."

The 296th Medical Company, a ground ambulance unit comprised of medics and ambulance drivers, was mobilized Feb. 10, 2003. Their mission was to evacuate and transport casualties from forward battle areas to medical treatment facilities.

The 296th was the first Arkansas Army National Guard unit mobilized in support of Operation Iraqi Freedom.

Jan 2004
212th Signal Battalion returns to Arkansas

The 212th Signal Battalion, Arkansas Army National Guard, returned to North Little Rock, Jan. 31. Nearly 200 soldiers from the 212th were mobilized in June 2003 in support of Operation Noble Eagle.

The battalion, headquartered in North Little Rock along with its Company D, has units in three other Arkansas cities: Company A in Hot Springs; Company B in Benton; and Company C in Pine Bluff.

"The 212th has performed its mission well," said Maj. Gen. Don C. Morrow, adjutant general of Arkansas. "We're proud of their service to our country and delighted to have them back at home."

✦ **Operation Noble Eagle is the name given to homeland defense missions. The 212th was assigned to Fort Sam Houston, Texas with primary duty as security guards at the post's main gate.**

189th Airlift Wing names C-130s for Arkansas cities

The cities of Morrilton, Searcy and Cabot are flying high over Arkansas thanks to an Arkansas Air National Guard program designed to highlight cities around the state.

Morrilton, Searcy and Cabot are the first three cities to have their city names and school logos emblazoned over crew entrance doors of two of the 189th Airlift Wing's C-130 cargo aircraft.

More Arkansas cities will join their ranks as planes roll out of routine inspections. Eventually, each plane in the wing's fleet will showcase an Arkansas city.

Each city will be represented for one year, then be swapped out with a new city.

1123rd Transportation Company returns from duty in Operation Iraqi Freedom

About 25 families were on hand, April 20, at Fort Polk, La., to welcome back 106 Arkansas Army National Guard Soldiers returning stateside from supporting Operation Iraqi Freedom.

The Soldiers, members of the 1123rd Transportation Company based at Marked Tree with its Detachment 1, 1123rd Trans. Co., out of Blytheville, arrived at Alexandria, La., and were bused to Fort Polk to complete a short in-processing before being released on military passes to spend time with their families.

"We are extremely happy to have more of our soldiers come home," said Maj. Gen. Don C. Morrow, adjutant general of Arkansas. "They performed their mission in an outstanding manner, as we knew they would. Now they will be able to return to their families and to the communities where they live."

About 10 Soldiers remained behind to secure unit equipment and see that it arrived home safely. Those Soldiers have now returned home.

A welcome home parade was held May 8, in Blytheville and a welcome home celebration was held at the Marked Tree High School football stadium.

The 1123rd received its mobilization order, Feb. 10, 2003, and deployed from Fort Polk for its overseas mission on April 16, 2003.

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Tuesday, October 05, 2010 3:27 PM
To: Thurman, James D GEN MIL USA FORSCOM
Cc: Miller, Thomas G LTG MIL USA FORSCOM; Bromberg, Howard B MG MIL USA FORSCOM; Graham, Mark A MG MIL USA FORSCOM; Charles.allan.anderson@us.army.mil
Subject: Trip Report - 197th FIB - Ft McCoy (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: NONE

Sir, on 4 Sep 2010 I visited the 197th FIB mobilized at Ft. McCoy for its OND SecFor and C2 mission, replacing the 53rd IBCT. The 197th FIB is made up of ARNG soldiers from NH, MI, RI, and WV. The 197th NOS was 2 years ago.

Key Personnel I met with:

COL Corey - 197th FIB Cdr
COL Todd - 181st IN Bde (TS) Cdr
COL Oskam, Ft McCoy Deputy Cdr for Mobilization.

Training Observed: STIX 4 Base Defense

Manning

- No significant issues.
- Currently manned at 98% of mission requirement with another 23 soldiers due in; unit expects to deploy at 99% of requirement and then add 53rd IBCT soldiers volunteering to stay, enabling them to be at 100% when the TOA occurs.
- No critical shortages.
- REFRAD rate is less than 1/4 of one percent.
- About 35% of the soldiers have previously deployed to OIF.

Equipping

- No significant issues.
- The 197th FIB fielded numerous new items of equipment during the past year.

Training

- No significant issues.
- Percent completion of scheduled pre-mobilization tasks was as predicted.

Notes.

- Mobilized Rear Detachment personnel count against the 100% mobilization manning cap; the 197th FIB is utilizing only one T10 soldier on their Rear Detachment.
- The entire 197th FIB did not train together during pre-mobilization; however, the Brigade and Battalion staffs were able to train together at Ft Drum and Cp Grayling.
- The 197th FIB was unable to complete all weapons qualification during pre-mobilization due to lack of available ranges.
- In response to COL Corey's desire for more drivers' training, 1A brought in additional Caimans; additional drivers' training will be available in Kuwait.
- COL Corey regretted not utilizing the contiguous training model; this would have prevented his soldiers from coming and going from their employers; the 197th FIB conducted two annual training periods, in addition to extended training assemblies.

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Thursday, September 30, 2010 7:27 AM
To: Thurman, James D GEN MIL USA FORSCOM
Cc: Miller, Thomas G LTG MIL USA FORSCOM; Bromberg, Howard B MG MIL USA FORSCOM; Graham, Mark A MG MIL USA FORSCOM; 'mick.bednarek@us.army.mil'
Subject: Trip Report - 116th HBCT - Cp Shelby (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

Sir, on 27-28 Sep 2010 I visited the 116th HBCT (ID ARNG) mobilized at Cp Shelby. Organic to the 116th are maneuver battalions from Montana ARNG and Oregon ARNG. The 116th will replace the 256th IBCT in OND conducting Security Force operations. NOS for the 116th was two years prior to mobilization.

Key Personnel I met with:
COL Thomas, 116th HBCT Cdr
COL Prior, 177th AR Bde (TS) Cdr
COL Warburg, 188th IN Bde (TS) Cdr

Training Observed:

- MRAP Egress
- MRAP Driver Simulator
- MRAP Maintenance
- Counter-IED

Manning - No issues

- Currently manned at 99% of requirement; with another 26 soldiers due in to bring them to 100%.
- Less than 1% REFRADs
- No critical vacancies.
- Unit required no IRR fillers.
- About 40% - 50% of the unit has previously deployed to Iraq.

Equipping -- No issues

Training -- No issues

- Unit completed 98% of individual training requirements during pre-mobilization.

Notes.

1. This is the first ARNG BCT to go through the entire 5-year ARFORGEN cycle since its last deployment.
2. First Army consolidated enough MRAPs at Cp Shelby to enable driver qualification of three soldiers per vehicle.
3. COL Thomas reported that the individual RFI could not be delivered to two locations during pre-mobilization; since the Montana battalion did not conduct annual training at Gowin Field, ID with the rest of the HBCT, it did not receive their individual RFI until arrival at Cp Shelby.
4. The 116th HBCT arrived at the MTC with the best individual soldier readiness of any ARNG BCT that I have seen.

Sir, I attended the Army Reserve Forces Policy Committee offsite meeting in Utica, MI on 8-9 Sep 2010.

Purpose of the offsite:

- Develop topics to be addressed during FY11
- Visit –
 - Tank-automotive and Armaments Command
 - Tank Automotive Research Development and Engineering Center

Listed below are the current RC ARFPC members –

MG Broadway (Chair) – DCG (USAR) TRADOC

MG Schwartz (Deputy Chair) – CG DC ARNG

MG Blackledge – CG, USACAPOC

MG Burford – DCG, Mob & Res Affairs, USSOCOM

BG Compton – CG, 9th Mission Support Command

MG Ingram – NC TAG

MG Mallory – CG, 108th Trng Div (IET)

MG McQueen – CG, 200th MP Command

BG Miller – ADC (Spt), 40th ID

BG Orr – IA TAG

MG Rees – OR TAG

MG Reith – NJ TAG

MG Salazar – AZ TAG

MG Stone – USAR Dep Surgeon General for Mobilization, Readiness & Reserve Affairs

MG Thurgood – DCAR IMA

MG Viscot – Cdr, 377th TSC

MG Wofford – AR TAG

MG Wright – WY TAG

Other offsite attendees:

MG Luckey – RC Asst to Chairman JCS

MG Talley – RFPB member

MG Trost – DCG (ARNG) TRADOC

BG Jennings – ARNG Asst to DA G-8

Notes.

The ARFPC wants to ensure that RC equities are properly represented in the Army Directive 2010-xx (Army Total Force Policy).

TACOM commander, MG Stein stated that his role in the Army Materiel Enterprise has not matured to the level needed. However, he is doing what he can to best support the warfighter.

Unlike the ARNG, USAR does not have an LNO to TACOM Life Cycle Management Command. USAR plans to add the position to assist in getting new and cascaded equipment to where it is needed to support ARFORGEN.

Subject Trip Report - Cp Shelby - 2-34th IBCT
From <ronald.chastain@us.army.mil> ▶
Date Thursday, August 19, 2010 18:36
To james.thurman <james.thurman@conus.army.mil>
Cc mick.bednarek <mick.bednarek@us.army.mil> , "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> , jeffery.hammond <jeffery.hammond@us.army.mil> , howard.bromberg@us.army.mil
Bcc "Barham, Rod" <rodney.barham@conus.army.mil> , david.abramowitz <david.abramowitz@us.army.mil> , "Thorn, Paul" <paul.thorn@us.army.mil>

Sir –

On 18 August 2010, I visited the 2-34th IBCT (IA ARNG) mobilizing at Cp Shelby. They will replace the 86th IBCT in OEF.

Key Personnel I met with:

- COL Corell – Cdr, 2-34th IBCT
- COL Bushey – Cdr, 157th IN TSB
- COL Prior – Cdr, 177th AR TSB

Training Observed:

- COIN STX
- Dismounted Squad Live Fire Lane

Manning – no significant issues

- Currently manned at 105% of requirement, which includes 176 soldiers arriving late, due to completion of AIT, BOLC, etc.
- Less than 1% REFRAADs.
- No critical shortages.
- Short MI soldiers, but expect to receive some that will not deploy with 67th BFSB due to the 67th BFSB's reduced Mission Required Strength.
- There are 121 soldiers with pending medical issues, but few losses are expected.
- Over half of the unit has deployed, but few to OEF.

Equipping – no issues

Training – no issues; pre-mobilization training completed was near the projected level.

Notes.

1. The TSB commanders reported that 2-34th leaders are strong throughout the IBCT.
2. Due to inadequate ranges during pre-mobilization training, most crew-served weapons qualification was scheduled post-mobilization.
3. The 2-34th IBCT participated in an XCTC in June.
4. Despite the brutal heat and humidity at Cp Shelby, training was going great, and there have been few heat casualties.

Subject Trip Report -- Ft Hood -- 184th ESC
From <ronald.chastain@us.army.mil>
Date Thursday, August 19, 2010 18:31
To james.thurman <james.thurman@conus.army.mil>
Cc "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> , jeffery.hammond <jeffery.hammond@us.army.mil> , howard.bromberg@us.army.mil , charles.allan.anderson@us.army.mil
Bcc "Thorn, Paul" <paul.thorn@us.army.mil> , "Barham, Rod" <rodney.barham@conus.army.mil> , david.abramowitz <david.abramowitz@us.army.mil>

Sir –

On 16-17 August 2010, I visited the 184th ESC (MS ARNG) and 1225 CSSB (MI ARNG) mobilizing at Ft. Hood.

Key Personnel I met with:

- BG Fisher – Cdr, 184th ESC
- LTC McNeil – Cdr, 1225 CSSB
- BG Cariello – Exercise Director
- LTG (Ret) Holder – Senior Mentor
- BG (Ret) Newman – Senior Mentor

184th ESC – they will replace the 135th ESC in OEF.

Manning – no significant issues

- Currently manned at 100% of requirement, with additional soldiers due in; they expect to deploy at 105%.
- Only 1 REFRAD.
- Critically short an IG, but it is expected to be filled by MS ARNG.
- 45% of the soldiers were FTS in MS ARNG.
- About half of the unit has deployed, but few to OEF.
- BG Fisher has been in command for 3 years, and his staff has been set for the past year.

Equipping – no issues

Training – no issues; pre-mobilization training completed was near the projected level.

Notes.

1. Unit received NOS in Jan 09, but alert did not occur until Apr 10.
2. Unit conducted 40 consecutive days of pre-mobilization training at Ft Lee and Cp Shelby with a two week break before mobilizing.
3. The 135th ESC commander and some of his key staff were present to assist during the CPX.
4. The Battle Update Brief and Staff Meeting I attended were professionally done; the staff work done at Ft Lee has paid dividends.

1225th CSSB – they will replace the 158th CSSB.

Manning – no issues

- Currently manned at 96% of requirement with additional soldiers due in to bring them to 100%.
- No critical shortages.
- About half of unit has previously deployed, but few to OEF.

Equipping – no issues

Training – no issues; pre-mobilization training was completed near the projected level.

Notes.

1. The unit deployed to OIF in 2004.
2. The unit is working with new automation equipment, but there is adequate training time to master it.
3. The unit conducted a 21-day annual training, in addition to 55 training assemblies this past year.

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Monday, July 26, 2010 4:02 PM
To: Thurman, James D GEN MIL USA FORSCOM
Cc: Peterson, Joseph F LTG MIL USA FORSCOM
Subject: (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: FOUO

Sir, on 8-9 July 2010, I visited CJTF-HOA. My focus was on the 2-137th IN (KS ARNG).

Key Personnel I met with:

Ambassador Swan - Ambassador to Djibouti Rear Admiral Losey - CJTF-HOA Cdr BG Owens - CJTF-HOA Dep Cdr COL Turello - SOCCE LTC Mittman - 2-137th IN Cdr CSM Hester - 2-137th IN CSM

Mission of 2-137th IN -

- Base security
- Flight-line security
- Port security
- CA Team security
- Seabee security
- QRF
- Roving patrols
- Back-up security for embassy
- Military to military security in Ethiopia, Kenya, Liberia, Rwanda, Sudan, and Uganda

Issues with security force -

- 2-137th IN had problems tracking passports during pre-mobilization; TTPs are being passed to their follow-on unit.
- 2-137th IN was having problems obtaining visas from Sudan for a military to military mission; this is being worked by the US embassy.
- 2-137th IN had 150 soldiers living in crowded tents; space allocation is based on Navy standards; LTC Mittman was concerned about soldiers being unable to secure personal items; soldiers will be moved into CHUs as they become available.
- Rear Admiral Losey feels that the 2-137th IN arrived with too much emphasis on kinetics; I addressed this with 1A; there are no AFRICOM validation standards, so CENTCOM training standards are utilized.
- The unit replaced by the 2-137th IN was the 1-65th IN (PR ARNG); Rear Admiral Losey stated that there were lots of discipline issues with the 1-65th, resulting in the relief of the Bn Cdr and 87 Article 15s (mostly alcohol related); his concern was that the 1-65th needs better leadership and intensive training before it deploys again; I passed this on to Acting DARNG, FORSCOM G-3 Mob, and 1A; Rear Admiral Losey was pleased with the performance and discipline of the 2-137th IN.

Prior to visiting CJTF-HOA, I visited AFRICOM AND EUCOM headquarters. There are plenty of CEF opportunities in both AFRICOM and EUCOM. I received briefings on Theater Security Cooperation initiatives and the ARNG State Partnership Program. USAREUR also briefed -

- Operational Mentor and Liaison Teams (OMLTs, 12 US soldiers)
- Bilateral Embedded Support Teams (BEST, 30 soldiers)
- Co-deployments (any number of units)

Key Personnel I met with:

MG Sherlock - AFRICOM Director of Strategy, Plans, & Programs COL Bartheld - AFRICOM Sr. ARNG
Advisor COL Keasling - EUCOM State Partnership Division Chief Lt Col Rose - EUCOM Coalition
Support Dep Division Chief.

Classification: UNCLASSIFIED

Caveats: FOUO

Trip Report – 2-34th IBCT – Cp Ripley, MN

Sir, on 18 June 2010, I visited the 2-34th IBCT (IA ARNG) conducting pre-mobilization training (XCTC) at Cp Ripley, MN. They will replace the 86th IBCT in OEF. NOS occurred 24 months prior to their mobilization date. Alert occurred 10 months prior to their mobilization date.

Key Personnel I met with:

COL Corell Cdr, 2-34th IBCT

BG (P) Orr, Iowa TAG

BG Bogle, Iowa ATAG

Training observed – Urban operations STX

Manning –

- Currently below the requirement, but they expect to mobilize at over 100% of requirement.
- Critical shortages include:
 - 35 CMF
 - 68Ws – these are expected to be filled
- Approximately 50% of the soldiers have previously deployed, but less than 10% have deployed to OEF.

Equipping – No issues

Training –

- No significant issues.
- Training to be conducted at Cp Ripley –
 - Individual weapons qualification
 - Crew-served weapons qualification
 - Squad live fire
 - Platoon battle drills and STX lanes using XCTC
- STX lanes include –
 - IED Defeat
 - Urban Operations
 - Battle Drills
 - Traffic Control Points
 - Recon Patrols
- The unit leaders will attend the FORSCOM Senior Leader Intelligence, Surveillance, and Reconnaissance visit on 24-25 August 2010.

Notes.

1. This is the seventh XCTC to date.
2. The XCTC was supported by 368 personnel.
3. First Army had 21 OCs present with more inbound.
4. COL Corell served as an Infantry Battalion Commander in OIF.

Chastain, Ronald S MG NG USA

To: Campbell, Hondo GEN MIL USA FORSCOM
Cc: Peterson, Joseph F LTG MIL USA FORSCOM
Subject: TRADOC RC GO Conference

Sir, I attended the TRADOC RC GO Conference on 30 Apr - 1 May 09 at Virginia Beach, VA. The purpose of the conference was to address high interest topics relating to TRADOC, the ARNG, and USAR. Below are my summarized notes.

GEN Dempsey's comments -

- Challenges -
 - o Win the current fight
 - o Preserve the all-volunteer force
 - o Prepare for the future

- TRADOC Priorities -
 - o Leader development
 - o Initial Entry Training
 - o Supporting ARFORGEN
 - o Integration of capabilities

- Lessons Learned -
 - o Hybrid threats
 - o Enemy will adapt
 - o Be prepared for all forms of contact
 - o Strategic victory is not just about tactical success; must include info ops

- Other -
 - o Versatility is the institutional imperative; must consider offense, defense, and stability together.
 - ☒ Adaptive, innovative leaders
 - ☒ Versatile units
 - o All Army capabilities should be split among the Army components.
 - o Some in Pentagon think all HBCTs should be in the RC.
 - o The Army's greatest vulnerability facing the QDR is having "haves" and "have-nots", resulting in not adequately facing all operational themes.

BG Carroll's USAR comment -- USAR Training Commands will be OPCON to TRADOC on 1 Oct 09.

BG Payne's ARNG comment - ARNG desires operational credit for performing another MOS; ARNG wants credited for standards met, soldiers trained on only the remaining MOS standards not met operationally, and then the additional MOS awarded.

TRADOC G3/5/7 comments -

- The following specialties have wait time to attend AIT --
 - o Wheeled vehicle mechanic - 1 week
 - o Helicopter repair - 1-2 weeks
 - o CI agent - 7 weeks

Note. Ft. Huachuca runs 2 shifts and has over 800 contractors as instructors.

- TRADOC has been told to reduce 2,100 soldiers from its generating force.
- TRADOC is considering huge cuts to Airborne school seats or trying to transfer to FORSCOM.
- Average ROTC BOLC wait time is 119 days (Aviation wait is around 300 days)

TRADOC Advanced Concepts comment - They are exploring use of virtual world for outreach, collaborative training, and education.

Note. Mr. Smiley of ASA M&RA said that distance learning pay will occur.

Other agenda items -

- NCOES Transformation -
 - o BNCOC is now called Advanced Leader Course; common core is 80 hours of distant learning.
 - o ANCOC is now called Senior Leader Course; all resident.
- FM 3-0, 3-07, and 3-28 were discussed; FM 3-28 will be out for staffing this month.
- CSA's Aug 08 Guidance on Training and Leader Development -
 - o This involved a panel followed by discussion.
 - o Final guidance to be out in Aug 09.
- MG Cone discussed Initial Military Training -
 - o BOLC output is to better align with ARFORGEN.
 - o Training base will expand to Ft. Knox.
 - o BCT -
 - ☑ Going from 9 to 10 weeks.
 - ☑ Using outcomes-based training.
 - ☑ Basic rifle marksmanship now teaches how to fight with the weapon, not just how to shoot.

Notes.

1. Many of the attendees also attended the FORSCOM CRP.
2. Many attendees stated that they would prefer the FORSCOM CRP and the TRADOC RC GO Conference to be back-to-back at the same location, saving time and travel.

TRADOC'S ANNUAL 2009 RESERVE COMPONENT GENERAL OFFICER CONFERENCE

Version 12

Sequence of Events

Wednesday, 29 April 2009 **TRADOC HOST: BG Pittard**

<u>TIME</u>	<u>EVENT</u>	<u>WHO</u>
1200-1800	Open Check-In	Attendees
	Welcoming Remarks	BG Pittard
1800-1930	Ice Breaker (Swan Terrace – Patio)	Attendees

Thursday, 30 April 2009 **TRADOC HOST: LTG Valcourt – (A.M.)
MG Broadway – (P.M.)**

<u>TIME</u>	<u>EVENT</u>	<u>WHO</u>
0730-0825	Breakfast (Swan Terrace)	Attendees
0825-0830	Administrative Remarks (Virginia Ballroom)	COL Walk
0830-0930	TRADOC Perspectives	GEN Dempsey
0930-0940	Break (10 minutes)	Attendees
0940-1010	USAR Perspectives	LTG Stultz
1010-1040	ARNG Perspectives	MG Hayden
1040-1055	Break (15 minutes)	Attendees
1055-1125	Information Brief 1 (G-3/5/7, TRADOC)	Mr. Robert Seger
✓1125-1155	Information Brief 2 (G7, TRADOC)	Ms. Marta Bailey
✓1155-1300	Lunch	Attendees
✓1300-1330	Information Brief 3 (NCO-PMO)	Mr. John Sparks
✓1330-1400	Information Brief 4 (CAC)	Mr. Michael Burke
✓1400-1415	Break (15 minutes)	Attendees
✓1415-1445	Information Brief 5 (DAMO-TR) (Army Tng & Ldr Dev Guidance)	Mr. Scott Miller
✓1445-1645	Panel Session 1 (DAMO-TR) Members	Mr. Scott Miller & Panel
1645-UTC	USAR Townhall Meeting (Thomas Jefferson Amphitheater)	DCG-USAR, TRADOC
1645-UTC	NGB Townhall Meeting (Thomas Nelson Room – Second Floor)	DCG-ARNG, TRADOC

Registration Fee
is Reimbursable

BCT
CTC's Ldr ~~Temporary~~ Trng Program
similar LTP for CS + CSS units

Friday, 1 May 2009

TRADOC HOST: MG Broadway

<u>TIME</u>	<u>EVENT</u>	<u>WHO</u>
0715-0800	Breakfast (Swan Terrace)	Attendees
0800-0805	Administrative Remarks (Virginia Ballroom)	COL Walk
0805-0835	Information Brief 6 (DCG-IMT)	MG Cone
0835-1020	Panel Session 2 (DCG-IMT & ATCs)	MG Cone & Panel Members
1020-1045	Conference Summary	Facilitators
1045	Closing Remarks	BG Pittard

Mr. Seeger G-3/5/7

- 467,495 trained last yr by TRADOC
- 50,000 seats went unfilled
- \$9,000 currently, ^{resident} ~~in~~ ^{with} will grow to 120,000 in 2009
- Gets few requests for MTT from TRADOC to DC
- Currently 86,000 non-resident training
- Current slot fill rate for BCT -
 - AC - 99%
 - ARNG - 100%
 - USAR - 89%
- BCT graduation rate -
 - AC - 92%
 - ARNG - 94%
 - USAR - 94%
- AIT full
 - AC - 94%
 - ARNG - 94%
- ~~Academy~~ ~~used~~ vehicle mechanic - 1 wk
- helicopter repair - 1 wk - 2 wk
- CIA apt (35M) - 7 wks
- RT Hunsaker has over 800 contractors working as instructors.

- Reduce Generaly force by 5K (2,100 at TRADOC)
- Considering cutting Airborne school or transferring to FC
- Ave AC ROTC BOLC wait time is 119 days

Ms Bailey - Advanced Concepts

- Exploration of Virtual worlds - leveraging for public outreach, collaboration, training, & education.
- AVITAR
- Second Life
- Virtual Warria University in Active Worlds
- Bob Smiley said DC pay is coming

3

SGM Comacho NCOES Transformation 4

- ~~TRADOC~~
- BNCOE IS NOW ALC - common core is 80 hr DL
- ANCOE IS NOW SLC - currently all resident

Mr Burk Combined Arms Center

- FM 3-0 Opns
- FM 3-07 Stability Opns
- FM 3-28 Civil Spt Opns - ^{draft} out for staffing in May

Army Trng & Ldr Developments ☆☆☆☆

- Reviewed CSA's Aug 08 Guidance on Ldr Dev -
 - Build agility, courage & create bonding experience
 - Build proficiency in core competencies
 - Expand cultural & language proficiency
 - Continuous feedback.
- Final guidance out in Aug 09.
- Panel discussion & Q+A on the CSA Guidance

ARNG Breakout

- Initiatives to reduce ARNG strength to 358,200.
- BOLC Mgmt
 - ~~USAR is executing pay Agent for TIO~~
 - ~~Initial Military Trng ops for ROTC assigned to ARNG~~
 - ~~Current 7409 staffed of 1174M~~
- 1 Army School System -
 - to reduce unused seats in any component.



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE, VIRGINIA 23651-1047

REPLY TO:
ATTENTION OF

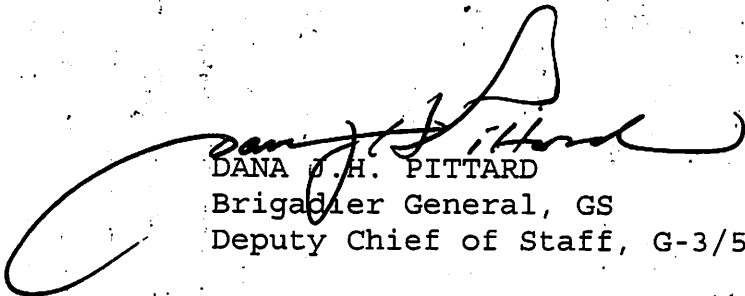
ATTG-TRR-O

MEMORANDUM FOR TRADOC Reserve Component General Officer (RCGO)
Conference Attendees

SUBJECT: Welcome

1. Welcome to the 11th Annual TRADOC RCGO Conference.
2. The purpose of this conference is to address a number of high interest topics relating to TRADOC, the Army Reserve, and the Army National Guard. These topics will be addressed through a combination of information briefs, panel discussions, and Reserve Component specific town hall meetings.
3. This welcome packet includes the conference agenda, a diagram of key conference locations in the hotel, and welcome information from The Founders Inn's management.
4. If you have any questions or need assistance while at the conference, please contact LTC Paul M. Gonthier (814) 254-2458.
5. I look forward to working with you and making this a productive conference.

Encls


DANA P.H. PITTARD
Brigadier General, GS
Deputy Chief of Staff, G-3/5/7

5

Slides are available on TRADOC website



Call about Orders
SPC Champion

THE FOUNDERS INN

BENCHMARK  HOSPITALITY
INTERNATIONAL

Get copy of Operational Credit ALARACT

DCG (Central Military Trans)
MG Cone' complimented TF Phoenix in Afghan.

- BCT 9-10 wks
- AJT 3-4 wks
- OSUT 13-21 wks

• separate DCG-INT

★ Visit OSUT @ Ft Jackson

★ Visit Ft Benning BCT Graduation

- BOLC output to become better aligned with ARFORGEN.
- Trng Base Expansion to Ft Knox
- 10 wk BCT

• Blended/Expedited Reception - ^{currently done only @ Ft Jackson} allows an additional wk of trng.

• Army Prep School - complete GED

• Outcomes Based Trng

• Basic Rifle Marksmanship - new marksmanship teach how to fight with weapon; previously taught how to shoot; no alive fire.

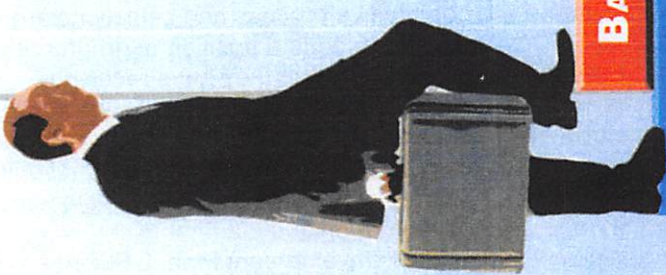
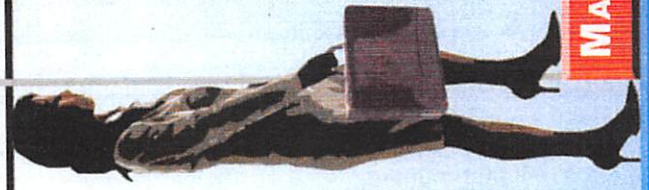
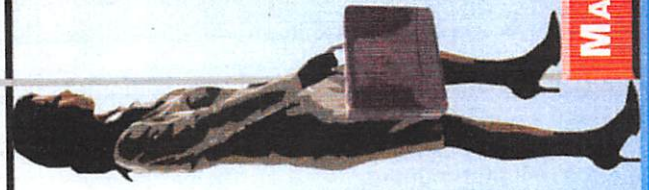
• Battle Mind - Moved from task-driven to purpose-driven Trng.

• Army Required Skills Program

• Civilian Acquired Skills

TRADOC employed Booz-Allen-Houston to develop the conference & do the TAR

CIVILIAN LEADER DEVELOPMENT OVERVIEW

PAY BAND 1		PAY BAND 2		PAY BAND 3	
GS-5/7/9	GS-11	GS-12	GS-13	GS-14	GS-15
NAF 1/2/3		NAF 4		NAF 5	
					
				CIVILIAN TALENT MANAGEMENT ARMY SENIOR FELLOWS PROGRAM	
				DOD DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM SENIOR SERVICE SCHOOL CONTINUING EDUCATION FOR SENIOR LEADERS (CESL)	
				ADVANCED COURSE (AC) - DL & RESIDENT	
				MANAGER DEVELOPMENT COURSE (MDC) - DL	
				INTERMEDIATE COURSE (IC) - DL & RESIDENT	
				BASIC COURSE (BC) - DL & RESIDENT	
				SUPERVISOR DEVELOPMENT COURSE (SDC) - DL	
				ACTION OFFICER DEVELOPMENT COURSE (AODC) - DL	
				FOUNDATION COURSE (FC) - DL	
				ARMY CAREER INTERN PROGRAM	
PROGRESSIVE AND SEQUENTIAL OPPORTUNITIES FOR ALL ARMY CIVILIANS					

The Civilian Education System (CES) Leader Development Training Opportunities

Foundation Course is a web-based course to prepare the Army Civilian Corps to build their careers and become future Army leaders. The course objectives are to understand U.S. Army leadership doctrine; increase self-awareness, as it relates to their profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of Army civilians.

Action Officer Development Course (AODC) is a web-based course that focuses on "staff work" practices in the Army and covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. AODC is required for Interns to complete before completion of their program.

Supervisory Development Course (SDC) is a web-based course with topics that focus on managing, leading and human resources management. SDC is required for all employees in a supervisory or managerial position who supervise Army civilians. The SDC must be completed within one year of placement in a supervisory or managerial position to meet the one-year supervisory probationary period requirement.

Basic Course (BC) is required for Army civilians in team leader, supervisory or managerial positions and available to all other Army civilians. BC develops Army civilians skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission. BC is conducted through blended learning – DL and two week resident training.

Intermediate Course (IC) is required for Army civilians in supervisory or managerial positions and available to all other Army civilians. This target population is by necessity more agile, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on "mission" planning, team building, establishing command climate, and stewardship of resources. IC is conducted through blended learning – DL and three weeks resident training

Manager Development Course (MDC) is a web-based course with topics that focus on managing, leading and human resources management. MDC includes topics in organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building.

Advanced Course (AC) is required for Army civilians in supervisory or managerial positions and available to all other Army civilians. AC focuses on Army civilians skilled in leading a complex organization in support of national security and defense strategies; integrating Army and Joint systems in support of the Joint Force; inspiring vision and creativity; implementing change; and managing programs. AC is conducted through blended learning - DL and four weeks resident training.

Continuing Education for Senior Leaders (CESL) is a continuing education sustainment program to bring senior civilians together to discuss current and relevant issues facing the Army. The program intent is for leaders to return to the program continuously every three years to refresh and update on current Army initiatives. CESL is conducted through blended learning – DL and four and a half days resident training.

Senior Service College (SSC) is at the apex of the Army civilian education system and prepares Army civilians for positions of responsibility in the Department of Defense. SSC provides advanced level educational opportunities for leaders who require an understanding of complex policy and operational challenges and increased knowledge of the national security mission. Attendance is a competitive process and selections are made by a HQDA Secretariat Board. Army civilians graduating from SSC are centrally placed in a position of greater responsibility to an assignment or organization where they can apply the advanced education they have received.

Defense Senior Leader Development Program (DSLDP) is the successor program to the Defense Leadership and Management Program. It is the premiere executive development program for senior defense civilians and a key component of the DoD succession planning strategy. DSLDP provides joint leadership academic experience through: senior-level professional military education; Defense-unique leadership seminars; and opportunities for individual development based on the participant's Individual Development Plan. DSLDP is not a Senior Executive Service (SES) Candidate Development Program; however, program elements are designed to enhance an individual's readiness for top leadership positions. DSLDP participants are selected by a HQDA Secretariat Board and expected to complete the program within two years. Upon completion, DSLDP participants are certified as National Security Professionals.



UNITED STATES ARMY

AG 13 2008

MEMORANDUM FOR All General Officers, Senior Executive Service, and their
Command Sergeants Major

SUBJECT: Army Training and Leader Development Guidance

1. Purpose

The purpose of this memorandum is to provide permissive training and leader development guidance designed to bridge the Army to a position of balance by FY11 — where we are generating trained and ready forces for the current mission and for future contingencies at sustainable levels. To meet this central challenge we will have to rekindle our Major Combat Operations skills, taking advantage of the combat experience of our leaders, while resting our combat-seasoned force and without losing our Irregular Warfare skills. Regaining our balance will require that we think differently about how we train units and develop leaders.

2. Environment, FY 09-11

a. We are a combat-seasoned force that knows how to fight. We are feeling the cumulative effects of seven years at war. We will be on a tough rotational cycle for the next several years. The current environment is stretching our Soldiers and their Families. We are facing an era of persistent conflict where the nature of warfare — even “conventional” warfare — will feature elements of irregular warfare and asymmetric threats. We are operationalizing a new doctrine that states that Army formations will simultaneously conduct offense, defense, and stability or civil support operations to achieve decisive results across the spectrum of conflict. We are moving towards implementation of the ARFORGEN model, but do not expect to fully implement it until FY11 when we complete our growth and modular reorganization. As a part of ARFORGEN, we are implementing a six-month reset model designed to slow things down after long deployments, to provide local opportunities for professional military education, and to restore units to deployable levels of readiness to begin preparation for their next mission. We are also continuing to transform. This transformation must include the development of brigade-based training strategies for all Army brigades, and, adaptation of our training doctrine, our unit training programs, our CTCs, and our leader development programs. Our training and leader development programs must recognize the vital role Army Civilians play in the Nation's security and the Army's success.

b. This training and leader development guidance is intended to recognize the realities that we are dealing with and provide guidance that will help us bridge to a position of balance in the next several years. This guidance provides direction to help us emerge from this tough period with an agile, disciplined Warrior Team that is dominant across the spectrum of 21st Century conflict. It also acknowledges that three factors —

SUBJECT: Training and Leader Development Guidance

adaptation, balance, and strategic depth — will demand innovation and change as we adapt how we train units and develop leaders. I expect the new FM 7-0, Training for Full Spectrum Operations, to lead a training revolution similar to what we experienced in the 1980s, much like FM 3-0, Operations, is leading operational change.

3. Training Guidance

FM 3-0, Operations — “Managing training for Full Spectrum Operations presents challenges for leaders at all echelons...effective training effects a balance among the elements of Full Spectrum Operations that produces and sustains proficiencies in all of them.”

a. We need to leverage the combat experience of our Army and think about what that means as we develop our training plans. We are training a Brigade-based, modular Army that knows how to fight and is already on an expeditionary cycle. We can and must train differently than we did before 9/11. Train smart and balance training needs with the need to rest a seasoned force. Use virtual and constructive capabilities wherever possible and use field time judiciously. Decentralize and reduce training overhead, and maximize use of mobile training teams and distributed learning whenever practical.

b. Commander-to-Commander dialogue is key to the continuous process of developing training plans. Commanders must agree on how and where to focus their training by agreeing on core or directed tasks (CMETL or DMETL), on the conditions (operational themes), and must agree to underwrite the risks associated with not training specific tasks or operational themes. This candid Commander-to-Commander dialogue will, appropriately, place the responsibility for acceptance of risk with the higher commander. Commanders of Army Service Component Commands will establish the operational theme(s) that will drive the conditions for CMETL training. FM 7-0 describes this process; FM 7-1 will expand on it. I strongly encourage all leaders to read this doctrine and to discuss it with others so that we can most effectively generate trained and ready forces.

c. As I have noted, effective management of training to prepare for operations across the spectrum of conflict is challenging. For the present, Commanders should strive for T1 readiness for their DMETL. Where time is available, we will conduct CMETL training to re-establish our combined arms skills at appropriate levels. Over the next three years (1 Oct 08 - 1 Oct 11), as we progressively achieve more dwell, I want Commanders to apply the following model:

(1) Units redeployed for less than 18 months (36 months for RC) will focus on training to achieve proficiency for their DMETL. They will not be required to conduct CMETL training, unless specifically directed. Commanders may conduct CMETL training at their own discretion. Corps and Division Headquarters scheduled to deploy will execute a CTC-supported, DMETL-focused Mission Readiness Exercise (MRX). Deploying BCTs assigned an Area of Operation will conduct a DMETL-focused Mission Rehearsal Exercise (MRE) at a maneuver CTC.

SUBJECT: Training and Leader Development Guidance

(2) Units redeployed for 18 months or more (36 months for RC) will devote time (approximately 90 days AC and approximately 180 days RC) to regain CMETL proficiency in addition to training to achieve DMETL proficiency. Such CMETL training should be conducted at home station and leverage live, virtual, and constructive devices and facilities available there. Deploying Corps and Division Headquarters will execute a DMETL-focused MRX, and a CMETL-focused (MCO operational theme) exercise. Deploying BCTs will execute a DMETL-focused MRE at a maneuver CTC.

(3) Units redeployed for 24 months or more (48 months or more for RC) will achieve proficiency in both CMETL and DMETL. They will plan for a CMETL-focused ETC or CTC rotation and a mission rehearsal exercise for their directed mission. Deploying Corps and Division Headquarters will execute a DMETL-focused MRX and a CMETL-focused (MCO operational theme) BCTP Warfighter Exercise. BCTs will execute a DMETL-focused MRE at a maneuver CTC, and a CMETL-focused CTC supported rotation at a CTC or homestation.

d. Reset: The intent of our Reset Program is to recover the unit's personnel and equipment to a deployable level at the end of the six month period so they can effectively begin preparation for their next mission. While brigade commanders may direct training during the six month reset period as required, such training should focus on:

- physical training
- OES and NCOES
- critical functional training
- new equipment training
- individual training and qualifications such as EIB/EFMB
- crew and team training/certification
- post-deployment health screening
- property accountability

There will be no HQDA-directed training, or taskings which would cause the unit or individuals to leave their installations or local areas during the six month reset period – my intent is to rest a combat-seasoned force. We will continue to expand the reset pilot over the next three years; however, we will not be able to fully implement the personnel and equipment aspects of reset until FY11. That said, I want commanders at every level to begin to implement the training, tasking and reduced tempo aspects now.

e. To assure uniform implementation of this guidance, all Army Command, Army Service Component Command, and Direct Reporting Unit Commanders will review and update their training policies and regulations by January 2009.

SUBJECT: Training and Leader Development Guidance

4. Leader Development Guidance

Leadership is the integrating element of combat power that exponentially improves outcomes when combined with the other elements of combat power. We require agile and adaptive leaders in the Operating and Generating Force, able to lead our formations through the challenges of Full Spectrum Operations in a joint, interagency and multinational environment in an era of persistent conflict. CG TRADOC is responsible for the execution of our leader development program effort in accordance with the charter recently signed by the Secretary of the Army and me.

FM 3-0, Operations — “Army leaders must be — competent in their core proficiencies; broad enough to operate across the spectrum of conflict; able to operate in JIIM environments and leverage other capabilities in achieving their objectives; culturally astute and able to use this awareness and understanding to conduct operations innovatively; courageous enough to see and exploit opportunities to the challenges and complexities of the operational environment; and grounded in Army Values and Warrior Ethos.”

a. We have thought hard about future conflict, and it is clear that 21st Century warfare will be increasingly complex and place an increased burden on leaders at every level. As we think about how we train leaders for Full Spectrum Operations, a few things are clear. To grow our officers, non-commissioned and warrant officers, and civilian leaders for success in Full Spectrum Operations, we must:

- Continue to impart fundamental MCO skills to our leaders in the institutional domain, as long as the operational domain remains principally focused on Irregular Warfare;
- Create an environment that encourages subordinates to value self-development and lifelong learning;
- Afford leaders, to include our civilian leaders, the opportunity to attend PME on schedule — work to reduce OES/NCOES backlog by FY11;
- Provide our leaders the opportunity for self-evaluation of their leadership skills through periodic multi-source assessment and feedback (360 assessment);
- Draw on the experience that our young leaders have gained — harness the intellectual agility that served us so well in combat;
- Create and encourage relevant opportunities outside the operational force for broadening experiences which enhance Full Spectrum thinking without penalizing careers (e.g., graduate school, teaching, training with industry or other governmental agencies, training and advising our allied partners);
- Take time during reset to review, analyze, write down and share lessons from personal experiences with peers and subordinates — others will face our same challenges;

SUBJECT: Training and Leader Development Guidance

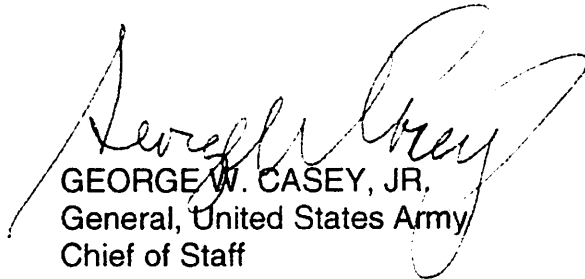
- Increase opportunities for leaders to expand their cultural and language proficiency.

b. As with training, we need to think differently about how we develop our leaders. TRADOC will develop procedures and systems to monitor and adjust leader development requirements across domains to ensure leaders are educated and trained for Full Spectrum Operations.

As part of his leader development responsibilities, CG TRADOC will provide recommendations on revisions to current Army leader models, and Full Spectrum functional competencies for all components and across all cohorts.

5. Summary

Our Army has made tremendous progress since 9/11 in adapting training and leader development, but there is still much work to be done. The new ways we train cannot simply be more good ideas added on top of old proven methods. As we grow the Army over the short term, we must adapt to the realities of persistent conflict, restore balance, and build the strategic depth the nation requires. These three factors — adaptation, balance, and strategic depth — will require innovation and change as we transform training and leader development to achieve our goals. Execution of this guidance will set the conditions for what we will do in the next three years and for what we will achieve in the future. To support this guidance, the Army G-3/5/7 will publish a detailed Army Training and Leader Development Strategy, to include goals, objectives, and a management plan. I encourage you to use this guidance to improve training and leader development for our Soldiers, civilians, and units.



GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Subject Trip Report -- 46th MP Command -- Ft Bliss
From <ronald.chastain@us.army.mil> ▶
Date Monday, May 31, 2010 22:12
To hondo.campbell@conus.army.mil , james.thurman@us.army.mil , joseph.peterson@conus.army.mil
Cc "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> ,
charles.allan.anderson@us.army.mil
Bcc "Barham, Rod" <rodney.barham@conus.army.mil> , "Thorn, Paul" <paul.thorn@us.army.mil> ,
jim.nuttall <jim.nuttall@us.army.mil>

Sirs –

On 27 May 2010, I visited the 46th MP Command mobilizing at Ft. Bliss. They will replace the 16th MP Brigade in OEF.

Key Personnel I met with:

- BG Murray, Cdr, 46th MP Command
- COL Shafer, Cdr, 5th AR Bde (TS)
- CSM Lincoln, CSM, 46th MP Command

Manning – no issues

- Manned at 109% of requirement.
- Only 1 REFRAD to date.
- Approximately 25% of the unit has previously deployed, but only about 5% to OEF.
- About 75% of the unit is Officer or Senior NCO.

Equipping – no issues

Training – no issues; pre-mobilization training completed was near the projected level.

Notes.

1. The 46th MP Command was originally sourced for OIF, but off-ramped; they were later re-missioned for OEF.
2. Unit has had an LNO deployed with 16th MP Bde since Feb 10.
3. Unit commander regretted not conducting training contiguous to mobilization; pre-mobilization training consisted of MUTA-6s, plus training at Cp. Blanding, FL; the commander reported that the pre-mobilization training plan had an adverse impact on employers.
4. The 5th AR Bde is utilizing a brick-making machine for construction of more realistic Afghan villages.

Subject Trip Report -- Cp Atterbury
From <ronald.chastain@us.army.mil> ▶
Date Monday, May 17, 2010 12:08
To hondo.campbell@conus.army.mil , joseph.peterson@conus.army.mil
Cc mick.bednarek <mick.bednarek@us.army.mil> , "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> , jeffery.hammond <jeffery.hammond@us.army.mil>
Bcc "Barham, Rod" <rodney.barham@conus.army.mil> , "Thorn, Paul" <paul.thorn@us.army.mil> , jim.nuttall <jim.nuttall@us.army.mil>

Sir, on 12 May 2010 I visited the 92d MEB (PR ARNG, augmented by units from 8 other states) and the Kentucky Agriculture Development Team (ADT) at Cp Atterbury.

Key Personnel I met with:

COL Neuman – Cdr, 92d MEB

COL Matthews – Cdr, KY ADT

LTC Kundel – S-3, 205th Inf Bde (TS)

92d MEB –

Mission – KFOR 13, replacing 141st MEB

Manning –

- Currently manned at 94% of requirement with additional soldiers due in.
- Less than 1% REFRADs.
- Critical shortages (passed to NGB) --
 - 1 - 70H
 - 1 - 35D

Equipping – no issues

Training – no issues

Notes.

1. KFOR 13 personnel requirement is 671 soldiers less than KFOR 12 (one less maneuver Bn).
2. COL Neuman has twice previously deployed to Kosovo (as MP Co Cdr and as MP Bn Cdr/ PM).
3. COL Neuman reported that based on his experience, the JRMC training is a duplication of the mobilization training at Cp Atterbury.
4. 92d MEB received NOS two years ago and Alert one year ago.
5. Most of 92d MEB staff is FTS.

KY ADT – no manning, equipping, or training issues.

Notes.

1. This team has the best agriculture expertise of any ADT I have seen. They are deploying with –
 - Veterinarian
 - County Extension Agent
 - Vocational Agriculture Instructor
2. The ADT is deploying with airmen from the Air National Guard. Pre-mobilization work-arounds were necessary, because systems are not in place for –
 - Funding of Air National Guard pre-mobilization training.
 - Funding of additional Air National Guard man-days.
 - Ordering OCIE and uniforms for Air National Guard

Subject Trip Report -- 67th BFSB -- Cp Guernsey
From <ronald.chastain@us.army.mil> ▶
Date Monday, May 17, 2010 12:02
To hondo.campbell@conus.army.mil , joseph.peterson@conus.army.mil ,
Cc "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> ,
 charles.allan.anderson@us.army.mil
Bcc "Thorn, Paul" <paul.thorn@us.army.mil> , "Barham, Rod" <rodney.barham@conus.army.mil> ,
 jim.nuttall <jim.nuttall@us.army.mil>

Sir, on 13-14 May 2010 I visited the 67th BFSB (NE ARNG) conducting pre-mobilization training (XCTC) at Cp Guernsey, WY for their OIF mission. The 67th BFSB will deploy without its R&S squadron, which was deleted from the mission requirement in Dec 2009. Its MI Bns are from UT ARNG and USAR (Connecticut). The Signal Company is from MT ARNG. The Bde HQ, HHC, and Bde Spt Co are from NE ARNG. NOS was Jan 09 with Alert in Aug 09.

Key Personnel I met with:
 COL Stemple, Cdr, 67th BFSB
 MG Wright, WY TAG

Manning:

- Currently manned at 101% of requirement; they expect to mobilize at 102%.
- Short about 20 soldiers of 35 CMF.

Equipping – no issues

Training – no issues

Notes.

1. COL Stemple reported that there is talk of breaking up the Bde and Bn staffs and using them as training teams for the Iraqi Army.
2. The 67th BFSB has Task Organized into Pike Teams comprised of –
 - 1 Patrol Leader
 - 1 Mounted NCOIC
 - 4 Drivers
 - 4 Gunners
 - 4 Riflemen
 - 4 HUMINT
 - 1 Interpreter
3. This is the sixth ARNG XCTC to date; it is the first involving all three Army components.
4. XCTC components –
 - Bn Battle Staff Training
 - Leader Training Program
 - EXCON
 - OCs
 - Instrumentation
 - TADSS
 - OPFOR
 - Battlefield Emersion
5. 1A is providing 88 OCs
6. The unit following the 67th BFSB (219th BFSB from IN ARNG) is providing 91 role players.
7. NE and MT Pre-mobilization Training Assistance Elements are supporting.
8. NE ARNG is providing about 500 personnel to support the XCTC.

Subject Trip Report - Ft. Hood MTC
From <ronald.chastain@us.army.mil>
Date Saturday, April 17, 2010 20:30
To hondo.campbell@ , conus.army.mil

▶

Sir, on 14 Apr 2010, I visited the Ft. Hood Mobilization Training Center, where the following ARNG units are mobilizing:

- 224 SB (CA ARNG)
- 529th CSSB (VA ARNG)
- 1136th TC (ME ARNG)
- F/2-135th GSAB (CA, LA, & WV ARNG)

Key Personnel I met with:

- COL Smith, CoS, 1A, Div W
- COL Smith, Cdr, 120th IN Bde (TS)
- COL Costanza, Cdr, 224th SB
- CSM Dunlap, CSM, 224th SB
- LTC Rose, Cdr 529th CSSB
- CSM Smith, CSM, 529th CSSB
- CPT Carter, Cdr, 1136th TC
- 1SG Bailey, 1SG, 1136th TC
- CPT Garcia, XO, F/2-135th GSAB
- 1SG Denux, 1SG, F/2-135th GSAB

224th SB (OIF) --

- Manning –
- No issues.
- Will deploy at over 100% of requirement.
- Only 1 REFRAD to date.
- Over 90% have previously deployed.
- Equipping – No issues.
- Training –
- No significant issues.
- 21 courses required by FORSCOM SWA Training Guidance are yet to be complete.

529th CSSB (Mission switched from OIF to OEF in Jan 2010) --

- Manning –
- No significant issues.
- Will deploy at 100% of requirement.
- Currently short 2 CMF 25 series soldiers, but replacements are on the way.
- 5 REFRADS to date (6%).
- About 80% have previously deployed.
- Equipping – No issues.
- Training – No issues.

1136th TC (OEF) --

- Manning
- No issues.
 - Currently manned at 102% of requirement.
 - Less than 1% REFRADs.
- About 75% have previously deployed.
- Manning occurred late during pre-mobilization, due to lots of personnel turnover.
- Equipping – No issues.
- Training – No issues.

F/2-135th GSAB (OEF) --

- Manning –
- No issues.
- Manned at 100% of requirement.
- No REFRADs to date.
- About 30% have previously deployed.
- Equipping –
- No significant issues.
- Currently short 7 of 12 medical equipment sets, which are due in prior to deployment.
- Training –

- No significant issues.
- Units transitioned to Blackhawks this past year.
- Entire unit (3 states) did not train together during pre-mobilization.

Notes.

1. 1A Div W CoS reported –
 - Div W still needs more MRAPs.
 - The need for a CONUS-based ASL to provide parts for MRAPs.
2. 529th CSSB reported the benefits of CSSB Lanes Training at the ARNG Maintenance Training Center at Cp. Dodge, IA.
3. 529th CSSB reported that the VA JFHQ allowed them to only mobilize 100% of the required soldiers; as REFRAID occurred, additional soldiers were mobilized.
4. 1136th TC reported that the ME JFHQ originally moved several leaders from the unit to another unit scheduled to deploy; late during pre-mobilization, the leaders were reassigned to the 1136th.
5. Construction is continuing on schedule at Longhorn Landing Strip; all helicopter pads are poured, and the hydroturf is being seeded.

I attended the ARFPC quarterly meeting 26 -28 Apr 2010.

The ARFPC did not outbrief the SecArmy. A **deskside outbrief** by the Chair and Vice Chair will occur on 30 Apr 2010. Brief items –

- Codifying the Operational Reserve –
 - ARFPC supports FY12 ULB for a limited use of Operational Reserve.
 - ARFPC recommends a Total Army Policy that defines the most efficient use and integration of RC.
- Medical Process Review – ARFPC will provide input to GEN (Ret) Franks study on this.
- RC Medical Readiness Funding – ARFPC recommends increased funding for RC Medical Readiness.

Session Highlights –

- ASecDef RA Comments
- Component Breakouts
- Codifying the Operational Reserve
- QDR Update
- CNGR Update
- RC Medical Process
- G-3 Update
- GO Roundtable Discussion
- Discussion with RC Deputy Chiefs
- People/Readiness Subcommittee Meetings
- Army Force Packaging
- New Army Leader Development Strategy

AsecDef RA Mr. McCarthy's Comments –

- His current priorities –
 - QDR –Roles of RC (component balance)
 - Operational Reserve –
 - RC soldiers don't want to return to Strategic Reserve.
 - He wants to institutionalize the new use of the RC in the Total Force.
 - How do we sustain our country's tremendous investment in the RC?
 - We need to break the paradigm that the RC is the component of last resort; look for recurring missions suitable for the RC, such as Theater Security Cooperation and PRTs.
 - Family Support – needs sustained
 - Employer Support –
 - Incoming ESGR Director is MG (Ret) Mary Eder.
 - ESGR has historically been about job preservation; it must get into job creation.
- CCMRF – NG should be the first responders followed by other RC.
- OSD is reviewing the impacts of RC units off-ramping and mission curtailment
- The Defense budget will come down. –
 - AC end strength will be impacted.
 - RC use will increase.
- USERRA was set up for the Strategic Reserve, not the Operational Reserve.
- The SecDef is close to another decision on Contiguous Mobilization Training.

ASA M&RA Mr. Lamont's Comments on Operational Reserve –

- It must get into the base budget; Congress is supportive; Congress says the Army must get serious about this.
- RC needs predictable, proportional missions.
- There is friction due to competition for resources.
- Assured access to the RC is the biggest Army argument against funding the Operational Reserve.

OSD M&RA Mr. Smiley's Comments on Operational Reserve –

- There will be some problems with Congress transferring authority to non-elected officials; RC call-ups can currently be done by Presidential Executive Order.
- He is unsure whether the ULB will get through the SecDef.

The RC Chiefs were represented by the DDARNG and DCAR.

Deputy Director of ARNG Comments –

- How to fund the Operational Reserve is the big issue; a cost/benefit analysis is going on.
- The ARNG is developing proposed business rules for curtailments of missions.
- The ARNG position on medical readiness as a requirement for employment in the RC is that until resources are provided to do this, the ARNG cannot maintain needed end strength.
- Equipment transparency is heading in the right direction.
- Very few ARNG units are requesting Contiguous Mobilization Training.

DCAR Comment – To deliver readiness, the USAR's priority is FTE ADOS over an increase in FTS.

The VCSA was scheduled to meet with the ARFPC, but could not due to testifying before Congress on the recently reported issues with WTUs.

None of the DA Staff principals were present for the roundtable discussion; we did have representatives from DAS, G-1, G-3, G-4, G-8, and ABO; no new issues were brought up.

CNGR Update –

- OSD is a bigger advocate of Operational Reserve than the Army, due to cost efficiency.
- CNGR #29 – Funding of Operational Reserve will not happen without either –
 - OSD Mandate
 - Congressional Mandate
 - SecArmy Mandate.
- CNGR #45,A – Sustainment Brigades will be newly equipped in FY19.
- CNGR #52 – The recommendation for Congress to eliminate the ordered to active duty for more than 30 days requirement for BAH is not thought to be feasible; the Army does not plan to put this in the POM.
- CNGR #83 – The status quo is recommended for the selection of personnel for senior RC positions.
- CNGR #84 (Eliminating AC/RC Cultural Biases) – Issues identified –
 - No SecArmy policy on Total Force.
 - Signing of memo currently requires component identification.
 - E-mail account identifies NG or USAR.
 - Pre-deployment readiness validation redundancy for RC, but not AC.

Notes.

1. The Reserve Forces Policy Committee is focusing on –
 - Continued care of the RC before, during, and after deployments.
 - RC veterans
2. GEN (Ret) Fred Franks is leading a review of the RC's medically not ready soldiers and their access to the disability system.
3. BG Swan talked about ARFORGEN being the Army Core Enterprise and the requirement for it to be programed; he also reported –
 - The RC Contingency Force in T/R3 is available only for CONUS missions.
 - RC CEF units will require training funds after NOS (will not be OCO funds).
 - It is undetermined how RC Theater Security Cooperation missions will be funded.
4. BG Dyson from ABO reported –
 - Affordability is the biggest challenge to the Operational Reserve.
 - Congressional support for Operational Reserve could wane, as the drawdown progresses.

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Saturday, April 24, 2010 3:04 PM
To: Campbell, Hondo GEN MIL USA FORSCOM; Peterson, Joseph F LTG MIL USA FORSCOM
Cc: Hammond, Jeffery W MG MIL USA FORSCOM; Graham, Mark A MG MIL USA FORSCOM
Subject: Trip Report - TRADOC RCGO Conference (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: NONE

Sir, the 2010 TRADOC RCGO Conference was much improved over the two previous ones I have attended. This was due to their focus on getting feedback, rather than just providing information, as they have previously done.

Their initial audience was larger than the CRP audience, but the numbers gradually reduced. Only about 60 remained for their entire conference.

Audience members were disappointed that the TRADOC Commander and staff were not present for more of their conference. GEN Dempsey attended only to provide his remarks. LTG Hertling stayed the first day. Although MG Pittard attended the entire conference, most other TRADOC staff officers were not present.

Issues -

- Dental status of RC soldiers arriving at IET - TRADOC would like for them to arrive BCT at Class II.
- Split Option IET - Due to the summer surge capacity problem, TRADOC would like for ARNG to discontinue the Split Option; TAGs unanimously oppose any change.
- Impact of length of NCOES schools on traditional RC soldiers - For example, the Warrior Leaders' Course is 17 days, causing RC soldiers to be gone from civilian employment for more than 2 weeks.
- RC slots for SAMS - The selection process for SAMS slots could better support ARFORGEN (for example, ARNG Div HQ on Patch Charts needs SAMS graduates).
- Pre-Command Course - Both ARNG and USAR need to improve getting word out about requirements and options available for RC Commanders.

Classification: UNCLASSIFIED

Caveats: NONE

Subject Trip Report -- 16th EN Bde HQ -- Ft. McCoy
From <ronald.chastain@us.army.mil>
Date Thursday, October 1, 2009 18:24
To hondo.campbell@us.army.mil , joseph.peterson@us.army.mil
Bcc "Roberts, Ken" <kenneth.c.roberts@us.army.mil>

Sir, on 29 Sep 09, I visited the 16th EN Bde HQ (OH ARNG) mobilizing at Ft. McCoy. The 16th EN Bde HQ will conduct C2 of engineer operations in OIF, replacing the 225 EN Bde HQ.

Key Personnel I met with:

- BG Hammond, 16th En Bde Cdr
- COL Cooper, 16th EN Bde DCO
- CSM Henderson, 16th EN Bde CSM
- COL Todd, 181st Inf Bde (TS) Cdr
- BG Andersson, 1st Army, Div West ADC
- MG Hines (Ret), Senior Mentor

Activities Observed:

- MRE
- Virtual Route Clearance Trainer

Manning:

- No issues.
- Will deploy at 109% of mission requirement.
- No critical vacancies.
- Only 1 refrad.
- Strong Commander and Staff; over half of the personnel participated in a previous OIF deployment with the same mission and at the same location.

Equipping:

- No issues.

Training:

- No issues.
- SMEs from 225 EN Bde HQ were scheduled to attend the MRE, but cancelled.

Notes:

1. NOS occurred in Apr 08, but MOB order was not published until 90 days prior to mobilization.
2. MG (Ret) Hines reported that this is the best prepared unit he has seen for this mission.
3. SIPR connectivity at Ft. McCoy has improved.
4. The Virtual Route Clearance Trainer is a tremendous asset to mobilizing Engineer units, due to shortage of the actual vehicles to train on. The Virtual Route Clearance Trainer consists of –
 - Buffalo crew station – 4 vehicles, including driver and TC
 - RG-31 crew station – 4 vehicles, including driver, TC, and gunner
 - Husky crew station – two vehicles, including driver
 - RG-33 crew station – one vehicle, including driver, TC, and gunner
 - Talon Robotic system – one operator station
5. BG Hammond reported that individual weapons are not allowed in Ft. McCoy MWR facilities, hampering theater immersion training.
6. COL Todd brought up an issue with the TMC at Ft. McCoy. The TMC, which falls under the Ft. Knox Medical Command, is structured for only handling mobilized soldiers. His TSB soldiers living in the area are under TRICARE Remote and cannot use the TMC, resulting in lost productivity when soldiers have to go to other locations for medical care.

Trip Report
27th BCT Pre-Mob Training
Ft. Drum, New York
13 Jun 2007

The 27th BCT (New York ARNG) is conducting pre-mob training 9-29 Jun 07 at Ft. Drum, New York in preparation for their OEF deployment. I spent 13 June with the BCT to capture their issues and observe the pre-mob training.

- Key personnel that I met with –
 - MG Taluto, TAG, New York
 - COL Balfe, 27th BCT Commander

- The 27th BCT plans to have all individual tasks completed during pre-mob.

- The 27th BCT has another pre-mob training period 6-27 Oct at Ft. Drum.

- The only pre-mob task I observed was SRP.

- **Observations –**
 - Approximately 50% of the BCT has OEF or OIF experience.
 - Required briefings were completed prior to coming to Ft. Drum.
 - The SRP included a contract van (On-Site Medical) with 5 dentists to fix dental problems on the spot.

- **Issues presented by 27th BCT –**
 - The number of pax for the next PDSS is unknown.
 - Eleven vacant positions cannot be filled by the state, so these will be passed back to NGB this month.
 - They are concerned that funding may not be available for their October pre-mob training due to beginning of FY. The NY ARNG G-3 is working this.
 - The commander wants to incorporate some nonstandard training into the post-mob plan; this is based on input from 41st and 218th BCTs.
 - The BCT is short 968 M9 pistols for this mission.
 - The BCT has projected fielding dates for their vehicle shortages.
 - The commander wants to establish a working relationship with the 47 ARNG ETTs that have been resourced for OEF.
 - Ft. Riley did not accept an ETT's certification of CLS training, because the Ft. Riley POI was not used.

- **Other –**

- I observed **CBRNE Enhance Response Force (CERFP) training** in preparation for their validation next week.
 - This CERFP is comprised of:
 - C2 – infantry Bn HQ
 - Search & Extraction Element – combat engineers and Air National Guard medical personnel.
 - Decon Element – infantry
 - Medical Element – Air National Guard medical unit.
 - The C2, combat engineers, and infantry are soldiers from the 27th BCT; these soldiers will not deploy for TF Phoenix.
 - Members of the New York State Militia and the Ft. Drum fire department are participating in this training.
- The 27th **BCT FA Bn**, which will not deploy, has not fired howitzers in the past 5 years; although authorized M119 howitzers they have none; they have 2 M102 howitzers on hand (both NMC); they have 6 additional M102 howitzers on loan from Virginia ARNG; these 6 howitzers are currently NMC, but are being worked on; parts availability is the biggest problem getting them FMC; the lack of FMC howitzers is having a major impact on training.

Sir, on 10 Mar 09, I visited the 28th CAB (PA ARNG) mobilizing at Ft. Sill. They will conduct full spectrum aviation operations in OIF, replacing the 34th CAB.

Key personnel that I met with –

- COL Gallagher, 28th CAB Commander
- COL Smith, 479 FA Bde (TSB) Commander
- COL Ambrose, 166th AVN Bde (TSB) Commander

Manning –

- 28th CAB will deploy at P-1.
- Only 1% REFRADs.
- Critical shortages –
 - 1- Quality Assurance Section Chief – the work is currently being done by an NCO; this vacancy impacts the ability of the CAB to conduct split-base operations (34th CAB is not conducting split-base operations).
 - 2 - Maintenance Test Pilots -- two in school will deploy about one month later than the CAB.
 - 1- Tactical Operations Officer – if an IRR fill does not occur, cross-leveling will be required.
- 28th CAB is expecting 55 soldiers from IRR.
- 34th CAB has 18 soldiers voluntarily staying for the 28th CAB's deployment.

Equipping – No significant issues.

Training –

- No significant issues. Training is on a glide path to meet goal of Green by LAD.
- 28th CAB will conduct its third ATX at Ft. Rucker 22-31 Mar.
- Units arrived at MTC at different levels of individual training (due to different ways that each state's Pre-mobilization Training Assistance Element conducts business).
- RL 1 Projection (Day & Night) is in good shape.
- Training modifications following 34th CAB mobilization –
 - ATX 3 scheduled after MRE and load out.
 - Expanded aircraft training set (from 9 to 30 UH-60; from 3 to 5 CH-47)
 - Increased available flight days.
 - Focused ground training.
 - Environmental flight training added (including dusty conditions).
 - Revised AASLT mission scope from Brigade to Company/Platoon size.
 - Added Kuwait Training Phase using 166th AVN assets.

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 - Added Kuwait Training Phase using 166th AVN assets.

I also visited the Ft. Still Warrior Transition Unit, which is the best I have visited. It only has 99 soldiers, down from a high of 168 –

- AC – 47
- ARNG – 37
- USAR – 15

Almost half of the WTU soldiers came from the installation. The WTU cadre is adequately staffed, except for being short one occupational therapist. The WTU soldiers have the best billeting facilities at Ft. Sill. Rooms are 1+1, configured with TV, cable, internet, laptop, phone, and DVD player. Some rooms comply with the American Disabilities Act.

Issues noted by the WTU commander –

- Parent ARNG and USAR units are not properly accounting for the primary equipment after soldiers are medevaced from theater.
- Screening of potential cadre needs improvement.
- Parent ARNG and USAR units often have little or no contact with their WTU soldiers.

Subject Trip Report -- 29th IBCT / 45th FIB -- Ft Hood
 From <ronald.chastain@us.army.mil>
 Date Monday, September 15, 2008 12:09
 To hondo.campbell @us.army.mil
 Cc joseph.peterson@us.army.mil

Sir --

On 8 Sep 08, I visited the 29th IBCT (HI ARNG) and 45th FIB (OK ARNG) mobilizing at Ft. Hood. The composite unit will replace the 37th IBCT, which is conducting force protection and convoy security operations in Kuwait and Iraq.

Key Personnel I met with:

- COL Oliveira, 29th IBCT Cdr
- COL Moore, 45th FIB Cdr
- COL Smith, 120th Inf Bde (TS) Cdr
- LTC Hicks, Mobilization & Deployment Bde Cdr
- CSM Coronado, 29th IBCT CSM
- CSM Riggs, 45th FIB CSM

Activities Observed:

- Reflexive Fire
- Force Protection Lane
- Counter-IED Training

Manning:

- Currently manned at 97% of mission requirement; additional soldiers are incoming; expect to deploy at 100%.
- About 2% refrads.
- Dental issues are still being worked.
- The 29th IBCT experienced a net gain of personnel following notification of sourcing for the mission.

Equipping:

- No significant shortages; the few shortages are still being worked.
- Individual RFI issue did not occur until at MTC, hampering pre-mobilization training.
- Late fielding of PAS-13s, PEQ-2s, and CCOs hampered 45th FIB's weapons qualification during pre-mobilization.
- New equipment fielding of items that will not deploy hampered pre-mobilization training.

Training:

- Post-mobilization training days has been reduced by 10 days from what the 37th IBCT had.
- Soldiers from both HI and OK arrived at MTC at about the same level of training proficiency.

Notes:

1. There are no significant issues with this mobilization. The 29th IBCT and 45th FIB both arrived at the MTC with close to the projected completion level of pre-mobilization activities.
2. The Oct 07 Notification of Sourcing allowed a high percent completion of pre-mobilization tasks.
 - 29th IBCT completed from 77% - 95% of pre-mobilization tasks
 - 45th FIB completed 86% - 97% of pre-mobilization tasks
3. Leaders' Recon / PDSS –
 - Only 10 slots were available; units need more
 - Were unable to conduct this prior to the Rock Drill
 - Conducted just 2 weeks before MSAD
4. The 29th IBCT HQ participated in 3 PACOM exercises totaling 53 days, hampering pre-mobilization training –
 - Yama Sakura - 19 days
 - Garuda Shield - 19 days
 - Tiger Balm - 15 days
5. The units feel that TRICARE benefits being available at M-90 is inadequate time to address medical issues; they recommend it be available at M-180.
6. The 29th IBCT has 84% of its soldiers that have previously deployed.
7. The NGB decision to utilize two brigades for a single brigade requirement complicates C2.

Subject Trip Report -- 30th HBCT -- Cp Shelby -- 15 Feb
From <ronald.chastain@us.army.mil>
Date Tuesday, February 17, 2009 16:35
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil
Bcc george.reynolds@us.army.mil

Sir, I visited the 30th HBCT mobilization training at Cp Shelby on 15 Feb 09.

Key Personnel I met with:

- COL Lusk, 30th HBCT Cdr
- COL Petersen, 174th IN Bde (TS) Cdr
- COL Chesney, 177th AR Bde (TS) Cdr
- BG Puster, 4th Bde, 75th Div Cdr
- COL Karras, 4th Bde, 75th Div Tm Chief
- COL Ferrell, STAFFEX Director
- MG @ Olson, Sr Mentor

Activities Observed:

- Platoon Mounted Attack Course
- Mounted Combat Live Fire
- Platoon Urban Operations
- STAFFEX

Manning:

- The 30th HBCT is currently manned at 98% and expects to deploy at 100%.
- Currently, 209 vacancies, with 199 due in.
- Only 27 Refrads.
- Critical vacancies reported –
- 1 Physical Therapist
- 1 Mobility Officer
- 1 Signal Officer
- 1 Automation Management Officer
- 3 Radar Repairers
- 17 Medics
- The 30th HBCT has strong leadership, with approximately 90% of the E-7s and above having previous deployed.

Equipment:

- No issues.
- The NC ARNG JFHQ is completing T1 on all the 30th HBCT's weapons, optics, vehicles, commo equipment and chem equipment.

Training:

- No significant issues.
- The change to only one Mech Tm per TF resulted in minor changes to the training plan to license additional drivers.
- Approximately 90% of individual tasks were completed during T32.
- Approximately 91% of required collective tasks were completed during T32.

Notes:

1. The most significant impact of the change to one Mech Tm per TF is the morale of the armor crews.
2. 2/1 AD had two officers present to assist during the STAFFEX.

Subject Trip Report -- 32nd IBCT -- Ft. Bliss
From <ronald.chastain@us.army.mil>
Date Sunday, March 8, 2009 18:14
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil
Bcc george.reynolds@us.army.mil

On 2-3 Mar 09, I visited the 32nd IBCT (WI ARNG) mobilizing at Ft. Bliss. The 32nd IBCT will replace the 50th IBCT, which is primarily conducting detention operations in Iraq.

Key Personnel I met with:

- COL Benseid, 32nd IBCT Cdr
- COL Sherman, 5th AR Bde (TS) Cdr
- CSM Hansen, 32nd IBCT, CSM
- COL Green, MaD Bde Cdr
- Mr. Marquardt, Mission Support Element Director

Manning:

- No significant issues.
- Currently manned at 98% of mission requirement, with additional 59 soldiers due in.
- Only five REFRADS to date.

Equipping:

- No significant issues.
- WI ARNG JFHQ provided approximately 100 support vehicles for post-mobilization activities.

Training:

- No significant issues.
- Training status upon arrival at MTC --

Task	% Complete
Army Warrior 95	
Drivers' Trng 74	
CLS	79
M4	100
M9	100
M249	100
M240B	100
M203	62
Shotgun	46
M2	0

Notes:

1. Commander elected to qualify all personnel as drivers and CLS.
2. M2 range was unavailable during pre-mobilization.
3. TSB Commander reported that 32nd IBCT came to MTC in better shape than the previous 2 BCTs --
 - Earlier NOS
 - Utilization of lessons learned by previous BCTs.

Notes from meeting with MSE Director --

- In April, MG Bromberg is making the MaD Bde Cdr the Cdr over the Rear Detachments.
- Expressed concern that Senior Commanders or their representatives may not have adequate input into MT2.
- Expressed concern about MaD Bde being OPCON to 1A (due to MaD Bde validating the TSB).
- Recommended placement of ARNG Advisor at Ft Bliss, once ADA school moves to Ft Sill.

Meeting with MaD Bde Cdr --

- He recommended a pilot program to demobilize 56th IBCT (TX ARNG) in theater in Aug 09, with the IBCT redeploying from theater directly to vicinity of home station.
- Benefits of demobilization in theater --
 - Approximate 5-day BOG increase.
 - Eliminates transportation costs from MTC to home station.
 - Reduces load at MTC.
 - Better utilization of time and assets at Cp Virginia.
- I will provide the Issue Paper to the FORSCOM G-3.

Trip Report
32D IBCT Pre-Mob Training
Cp. Blanding, FL
21 Jan 2009

The 32d IBCT (WI ARNG) is conducting pre-mob training 10-30 Jan 09 at Cp Blanding, FL in preparation for their OIF deployment to conduct detention operations, SECFOR, and JASG missions.

Purposes of this XCTC event are:

- Conduct realistic, theater-immersed, multi-echelon training
- Certify proficiency of soldiers and leaders in required deployment tasks

I spent 21 Jan with the BCT to capture their issues and observe training.

- **Key personnel that I met with –**
 - COL Bensed, 32d IBCT Commander
 - COL (P) Cariello, WI ATAG
 - CSM Hansen, 32d IBCT CSM
 - Mr. Pidgeon, XCTC Director
- **Task Observed –**
 - Enter and Clear a Building
 - MDMP at Bn-level – training by team from Ft. Leavenworth
- **Manning**
 - Present for duty – 2,903
 - Unit expects to deploy at or near 100%.
 - No critical personnel shortages.
 - Rear Detachment organization and manning is set, with personnel to be located at BCT and Bn levels.

Notes.

1. PAP Smears – unit is mobilizing about 300 females; Cdr mistakenly thought that MOD 9 to USCENTCOM Individual Protection and Individual/Unit Deployment Policy will result in a high REFRAD number due to typical percentage of abnormal PAP smear results; I checked this out with the FC Surgeon; MOD 9 made no change to this issue; it simply put in writing the procedure that is in AR 40-501.
2. Wisdom tooth extraction -- Cdr mistakenly thought that all wisdom teeth would be removed at the MTC.
3. I have passed on the correct information to the Cdr.

- **Equipping**
 - No significant issues
 - FL ARNG (450 vehicles) and GA ARNG (28 vehicles) supported the training.
 - Individual and unit RFIs were received timely; IOTV will be issued at MTC.

- Unit fielded much new equipment since NOS; most of this equipment will not deploy; unit elected to not delay fielding of this, fearing they might not get it later.
- **Training**
 - WI ARNG provided 872 personnel to support the training.
 - Training goals for this XCTC
 - Company-level proficiency
 - 85% of warrior tasks completed
 - The amounts of NET and medic training were not anticipated.
- **Notes –**
 1. Pre-mob Training Plan –
 - a. 32d IBCT NOS was in Oct 07.
 - b. 32d IBCT conducted a MUTA-5 or MUTA-6 during IDT throughout the year, a 3-wk AT in August, is conducting another 3-wk AT now, and will have a 3-day break prior to a planned MUTA-6 and a 2-wk AT.
 - c. 32d IBCT did not request a contiguous Mob, but this is basically what is occurring with a 3-day break.
 - d. 32d Cdr stated that employers are getting tired of employees coming and going.
 2. XCTC --
 - a. \$20 million cost for 3-wk event.
 - b. Good theater-immersion.
 - c. I question whether this time could have been better utilized to complete individual soldier tasks.
 - d. 32d Cdr indicated that the XCTC is worthwhile.

Sir, on 21 Oct I visited the 33rd BCT (IL ARNG) mobilizing at Ft. Bragg.

Key Personnel I met with:

BG Huber - TF Phoenix Cdr (33rd BCT)
COL Thoele - 33rd BCT DCO
CSM Bowman - 33rd BCT CSM
COL Smith - 158th IN Bde (TS) Cdr
LTC Hale - Mob Bde Cdr

Training observed:

- Weapons assembly / disassembly testing
- Platoon live fire dry run

Manning

- Currently at 110.3% of URF requirement, which is 8 soldiers above Mob Cap.
- Passbacks to NGB -
 - Medical Off
 - Physician's Asst
 - Physical Therapist Off
 - Behavioral Science Off
 - Environmental Science Off
 - Commo Off
 - SIGINT Analyst
 - Med Lab Sgt
 - Preventive Med Spc
 - Radiology Sgt
 - Radiology Spc
 - Pharmacy Sgt
- Staggered arrival at MTC allowed for efficient MRSOI.
- Mob Bde Cdr reported that the 33rd has been the best prepared for MRSOI of any unit that mobilized at Ft. Bragg.
- COL Smith reported that the 33rd has strong Senior NCOs.

Equipping -

- Short approximately 500 IOTVs (Small & Medium); soldiers did receive OTV.

Note. FORSCOM G-4 office reports that these sizes are currently short throughout the Army. Production is projected to catch up with demand by end of November. 33rd BCT is scheduled to have the shortage filled upon arrival in theater.

- MEEL shortages, being worked by NGB -
 - 55 M240Bs
 - 52 PVS14s
 - 120 PEQs
- RFI issue occurred at the MTC; due to lack of storage for RFI at Ft. Bragg, the RFI team only comes once per month.

Training -

- No significant issues.
- Although the 33rd BCT accomplished their premobilization tasks, personnel reassignments prevented teams from being set until just prior to mobilization.

- Leader training at Cp Atterbury prior to mobilization has enabled Company through BCT leadership to provide C2 at the MTC.
- The 33rd BCT will conduct 56 training days at the MTC.
- BG Huber recommended that credit card training be conducted during premobilization, so that credit cards can be issued to the unit upon arrival at the MTC.

Subject Trip Report -- 34th ID -- Ft Lewis
From <ronald.chastain@us.army.mil>
Date Sunday, March 8, 2009 18:49
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil
Bcc george.reynolds@us.army.mil

Sir, on 4 Mar 09, I visited the 34th ID (MN ARNG) mobilizing at Ft. Lewis for their OIF mission.

Key Personnel I met with:

- BG Lang, 34th ID ADC-S
- BG Elicerio, 34th ID ADC-O
- COL Leith, TSB Cdr
- COL Maher, 1A, Div-W G-3

Note. 34th ID Cdr, MG Nash, was attending the Joint Warfare Course.

Activities Observed:

- COB Needham
- CPX
- Staff section activities

Manning:

- Currently manned at 106% of mission requirement.
- Less than 2% REFRADS to date.
- G-2 section is now filled at 98%; INSCOM provided an AC LTC as an augmentee for the deployment.
- ICW 10th Mtn Div, the 34th ID has beefed up all staff sections.
- Vacant Positions –

Officer	WO	EM
8 Branch Immaterial	2 MI	6 MI
2 MI	1 SIG	5 SIG
2 FA	1 FA	3 Medics
1 ADA	1 Topo Engr	1 AVN Ops
1 Psyops		1 FI
1 SAMS planner		

Equipping:

- No significant issues.

Training:

- No significant issues.
- 1A, Div-W has done a great job supporting the CPX with approximately 200 personnel, bringing SMEs for every staff section; approximately 400 personnel will support the MRX.

Notes.

1. The 34th ID is in much better shape than I had anticipated.
 - Several graduates of SAMS and FA59 courses.
 - Information Operations Cell is highly trained.
 - Civil Military Operations Section is manned by personnel with the requisite civilian skills.
 - Strong Public Affairs section, which includes the PAOs from two states.
 - Several MI WO positions have been filled by MI LTs.
2. 1A, Div-W has brought in representatives of several Governmental agencies to work with the 34th ID.

Trip Report
34th CAB ATX
Ft. Rucker, Alabama
28 Feb 2008

The 34th CAB is conducting an ATX at Ft. Rucker in preparation for their OIF deployment. I spent 28 Feb with the 34th CAB to capture their issues and observe the ATX.

- **Key personnel that I met with –**
 - COL (P) Salazar, DCG, 1st Army Div West
 - COL Frost, ARNG Senior Advisor, Ft. Rucker
 - CSM Sanders, Ft. Rucker CSM
 - COL Brock, 34th CAB Commander
 - COL Gallagher, 28th CAB Commander
 - COL Gattis, 77th CAB Commander
 - COL Mayre, 166th AVN TSB Commander
 - MG (Ret) Yates, Senior Mentor

- **Task Observed – ATX operations**
 - This was the second of three ATXs to be conducted by 34th CAB.
 - There is currently no requirement for an ATX, except for CABs deploying to Kosovo.
 - The ATX personnel recommended that the ATX, rather than the MRX, be the validating event.

- **1A Request for Support of 34th CAB Post Mob Training –**
 - 1A Div W is requesting through 1A to FORSCOM the following support from JRTC/NTC –
 - 12 UH60 and 3 CH47 aircraft MILES Training Sets
 - 4 SA 7/14/16 MILES simulators
 - 10 sets of RPG MILES
 - 42 sets of MILES lasers and blank adapters for M240H
 - 23 AK47s, 5 RPKs, and one 12.7 mm machinegun and appropriate blank adapters
 - 43 sets of personnel MILES harnesses
 - 8 God guns
 - 7 sets of vehicle MILES for OPFOR vehicles
 - 20 MILES harnesses or straps to attach to window frames for urban scenario
 - OCT augmentation (currently short 40)

- **CSM Sanders Plan for Aviation Maintenance BNCOC Mobile Training Teams –**
 - He briefed his plan to conduct CMF 15 series (Maintenance MOSSs) BNCOC in two phases –
 - Common Aviation Maintenance – at home station via MTT
 - Technical Training at Ft. Eustis
 - This plan reduces resident training time by using the MTT at home station and by accelerating the resident time by going to 10-hr days.

- **Issues Presented by 34th CAB –**
 - Critical personnel shortages –
 - 5 UH60 Maintenance Test Pilots
 - 1 CH47 Maintenance Test Pilot
 - 3 CH47 Instructor Pilots
 - MOB Stn issues – Still TBD are the housing and transportation of the 2,000+ soldiers mobilizing at Ft. Sill.
 - Mission Clarification – Any change in their mission would impact their task organization.

- **Observations –**

- Although the ATX is a great training event, I feel that an MRX is necessary to test the logistics system.
- Follow-on CABs (28th and 77th) were present to observe the ATX.

Trip Report
37th BCT Post-Mob Training
Ft. Hood, Texas
20 Feb 2008

The 37th BCT (Ohio ARNG) is conducting post-mob training at Ft Hood, Texas in preparation for their OIF deployment. I spent 20 Feb with the BCT to capture their issues and observe the post-mob training.

- **Key personnel that I met with –**
 - COL Clark, 120th IN TSB Commander
 - COL Smith, 479th FA TSB Commander
 - COL Semana, Mob Site Commander
 - COL Curry, 37th BCT Commander

- **Task Observed –** Close quarters combat live fire

- **Issues presented by 37th BCT –**
 - Late arrival of some equipment (such as weapons' sights) hampered pre-mob training.
 - Recent grads of Basic and AIT were revalidated on tasks previous validated.
 - Lack of training facilities and supplies hampered opportunity training after the training schedule events were completed.
 - The three pre-mob training events caused issued with employers.
 - Lack of stop loss caused the loss of over 600 BCT soldiers between notification and alert.
 - The use of staggered MSADs would not have affected the LAD.

- **Observations –**
 - COL Curry ensured that his soldiers from Michigan came to the Mob Stn at the same level of training as the Ohio soldiers.
 - The BCT's impressive low fallout rate (1%) at the Mob Stn can be attributed to the Ft. Hood SRP personnel going to Ohio during the HS SRP.
 - North Ft. Hood continues to mature as a Mob Stn. Current capacity is around 2,500.
 - The Mob Site commander residing at North Ft. Hood has resulted in garrison issues being resolved more quickly.
 - Observed training was to standard.
 - The use of the Portable AAR kit with video provided instant feedback for teams going through the shoot house.
 - The BCT has done a good job ensuring that soldiers were registered to vote in the Michigan and Ohio primary elections.

Sir, on 31 July I visited the 38th ID HQ (-) (IN ARNG) mobilized at Cp. Atterbury They will replace the 1st MEB in Afghanistan.

Key Personnel I met with:

BG Culver, 38th ID HQ (-) Cdr

CSM Lucas, 38th ID HQ (-) CSM

COL Merkel, 205th IN Bde (TS) Cdr

MG (Ret) Olsen – Senior Mentor

Ms. Melanie Anderton, Dept of State Office of Coordination for Reconstruction & Stabilization

This unit is in outstanding shape. Since unit NOS in May 08, its premobilization training included a 2-week and a 1-week period, along with weekend training assemblies. The unit is well prepared for the mission. They have maintained situational awareness with 1st MEB. The Intelligence Section is exceptionally strong. Overall staff operations are improving as newly assigned personnel learn their roles.

Manning

- No issues.
- Manned at 100% of required strength, with additional fillers, if needed.
- Only 1.5% REFRADS at MTC.
- 60% of soldiers have previously deployed.
- 30% of soldiers have previously deployed to Afghanistan.
- 65 of the soldiers are full time employees of the ARNG.

Equipping

- No issues.
- The only unit equipment being deployed is ABCS.

Training

- No issues.
- Unit completed 94% of Army Warrior Tasks prior to arrival at MTC.

Notes.

1. Due insufficient mandays, 75th Division will have inadequate support for the MRX. The 205th Inf Bde (TS) will fill the shortfalls.
2. The 1st MEB has provided a CPT and a MSG to support the training. Three additional soldiers from 1st MEB will also assist during the MRX.

Trip Report
39th BCT Post-Mob Training
Cp Shelby, Mississippi
18-19 February 2008

The 39th BCT (Arkansas ARNG) is conducting post-mob training at Cp Shelby, Mississippi in preparation for their OIF deployment. I spent 18-19 Feb with the BCT to capture their issues and observe the post-mob training.

- **Key personnel that I met with –**
 - MG Hood, 1A-Div East Commander
 - COL Chesney, 177th AR TSB Commander
 - COL Kulp, 181st IN TSB Commander
 - COL Shows, Cp Shelby Commander
 - COL Penn, 39th BCT Commander
 - MG (Ret) Swannack, Senior Mentor

- **Training observed –**
 - Squad dismounted live fire
 - Close quarters combat live fire
 - Entrance Control Point operations

- **Issues presented by 39th BCT --**
 - Personnel Strength Challenge – Sir, you are fully aware of this. My only comment is that I feel that the 39th BCT and Arkansas ARNG have done all they can to mitigate this. I also passed this on to NGB.
 - Pre-Mob Training – The soldiers of the 39th BCT feel strongly that the structure of their pre-mob training (not having multiple training periods) is best suited to maintain good employer/soldier relations.
 - Early Training of Leaders – If the BCT and Bn commanders and staffs had completed post-mob training prior to the arrival of the BCT, they would have been not able to better C2 their units, but also could have greatly assisted the TSB.

- **Observations –**
 - Training was realistic and to standard.
 - The TSB utilized innovative measures to realistically train. For example, at the FOB entrance control point, rockets traveled along wires to simulate RPG fire.
 - The TSB had brought a SME from Iraq to cover latest TTPs.
 - The number of squads going through the squad live fire was increased by trucking (rather than walking) the squad back to the AAR following the live fire.
 - Staggered MSADs would resolve thru-put issues on some training lanes. This would necessitate staggered LADs.
 - Due to the high number of SRP disqualifications, it is obvious that different standards were used by the Arkansas ARNG and Cp Shelby. This could be resolved in the future by getting Mob Stn SRP personnel to the state during the State's SRP.

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Tuesday, January 13, 2009 1:43 PM
To: Campbell, Hondo GEN MIL USA FORSCOM
Subject: Trip Report -- 40th ID -- Cp Atterbury (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: FOUO

Sir, I sent this to your AKO last week, but it did not go through.

On 6 Jan 09, I visited the 40th ID (CA ARNG) mobilizing at Cp Atterbury for their KFOR 11 mission. In addition to the CA ARNG, KFOR 11 includes:

- AV TF - AK ARNG
- MED TF - USAR
- EOD - WV ARNG
- Medevac - MY ARNG

Key Personnel I met with:

- BG Jones, KFOR 11 Cdr
- COL Merkel, 205th Inf Bde (TS) Cdr
- LTG ® LeMoyne, Senior Mentor
- CSM ® Thorpe, Senior Mentor
- Mr. Borden, Decision Processes Consultant

Activities Observed:

- Liaison Monitoring Team training
- CPX I AAR

Manning:

- No significant issues.
- Will deploy at 100% of mission requirement (1,416 soldiers).
- Only 11 refrads.
- Strong Commander and Staff; almost half of the key personnel participated in a previous KFOR deployment.

Equipping:

- No significant issues.
- There are a few MTOE items not on the MEEL that they feel are needed; Operational Needs Statements have been submitted.

Training:

- No significant issues.
- The 40th ID HQ was well prepared upon mobilization due to an aggressive pre-mobilization training strategy which included:
 - Warrior tasks
 - Staff tasks -
 - MDMP training
 - Decision Making - facilitated by JRMC SMEs
 - Internal CPX - facilitated by CA JFHQ
- SMEs from KFOR 10 were present to provide updated situational awareness and TTPs.
- CPX I identified weaknesses in knowledge of SOPs and timely submission of recurring reports.

Notes:

1. Sourcing of KFOR by Division HQ verses MEB A. KFOR 12, 13, and 14 will be filled by MEBs.
 - B. Both COL Merkel and LTG ® LeMoyne stressed that the Division HQ is better suited for KFOR than the MEB.
 - 1) MEB KFOR team requires more time to source and form.
 - 2) MEB must outsource to fill critical positions which do not exist in the MEB HQ.
 - C. The TSB has a mitigation strategy for MEBs.
 - D. I am making NGB aware of this issue.
2. COL Merkel and LTG ® LeMoyne both recommended that the 40th ID's pre-mobilization training plan be adopted as the KFOR model.
3. LTG ® LeMoyne stated that current FORSCOM Guidance for KFOR is good. However, he said that KFOR will be shifting from peace keeping to nation building. He suggested that FORSCOM send someone to visit KFOR 10 before it completes its deployment to obtain information to assist in updating FORSCOM KFOR Guidance.

Classification: UNCLASSIFIED
Caveats: FOUO

Subject Trip Report - 41st IBCT - Ft Stewart
From <ronald.chastain@us.army.mil>
Date Saturday, May 16, 2009 15:16
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil
Bcc rodney.barham@conus.army.mil , george.reynolds@us.army.mil

Sir, on 14 May , I visited the 41st IBCT (OR ARNG) mobilizing at Ft. Stewart. They will replace the 56th IBCT, which is conducting force protection and security force operations in Iraq. NOS occurred about 18 months ago. The 41st IBCT is augmented with four transportation companies (2 from SC ARNG, 1 from NM ARNG, and 1 from NE ARNG) and 1 ordinance company from DE ARNG.

Key Personnel I met with:

- COL Hokanson, 41st IBCT, Cdr
- COL Geczy, 188th Inf Bde (TS) Cdr
- All 41st IBCT Bn Cdrs

Manning:

- No significant issues.
- 90% of the personnel requirement are currently present for duty; units from states other than Oregon are still flowing in; they expect to be at 100% by 15 Jun and deploy at 103%.
- Less than 1% REFRADs.
- No critical shortages, but they are short a few 63B.
- Over 50% have previously deployed.
- COL Geczy reported that the NCOs of the 41st IBCT were exceptionally strong.

Equipment:

- No significant issues.
- Individual RFI was issued at Cp Roberts, CA at the beginning of their consolidated premobilization training.

Training:

- No significant issues.
- The 41st IBCT arrived at the MTC at or near the expected level of completion of premobilization tasks.

Notes:

1. The 10-day mobilization training in January of over 250 leaders and support personnel has enabled them to C2, coach, mentor, and support their soldiers at the MTC.
2. All units consolidated for premobilization training at Cp Roberts, CA.
3. COL Geczy reported that due to 3rd ID units also training for deployment, synchronization of training area use entailed much coordination.
4. Unit commander stated that seats for some specific schools (i.e. UMO) could not be obtained during premobilization.
5. The unit reported that the training set of vehicles was in poor condition.
6. Premobilization training periods consisted of MUTA-4s plus a 21-day annual training just prior to mobilization.
7. The COIC capabilities brief to commanders that I attended was outstanding.

Other Notes:

1. Due to the distance from HS to the MTC, the 41st IBCT had their 4-day pass at the beginning of their mobilization, while they were at HS.
2. Utilizing the early NOS, COL Hokanson was able to extensively educate the soldiers, families, and employers about the deployment.

Subject Trip Report -- 48th IBCT - Cp Atterbury
From <ronald.chastain@us.army.mil>
Date Friday, May 8, 2009 15:27
To hondo.campbell@us.army.mil , joseph.peterson@us.army.mil
Bcc rodney.barham@conus.army.mil , george.reynolds@us.army.mil

Sir, on 6 May 09, I visited the 48th IBCT mobilizing at Cp. Atterbury. They will replace the 33rd IBCT conducting the TF Phoenix mission if OEF. The unit NOS occurred approximately 18 months prior to mobilization. In Sep 08, the unit learned that the original LAD of Aug 09 was shifted to Jun 09.

Key Personnel I met with:

- BG Dudney, TF Phoenix Cdr
- COL Durham, 48th IBCT Cdr
- CSM Hurndon, 48th IBCT CSM
- LTC Parker, 205th IN Bde (TS) Acting Cdr

Manning:

- No significant issues.
- In Nov 08, the unit learned that the pax requirement was reduced from 3,300 to 2,500.
- Currently manned at 101% of requirement; additional IRRs are due in.
- No critical shortages.
- Around 1% REFRADs.
- Extremely successful medical and dental readiness program during pre-mobilization.
- Over 50% have previously deployed.
- BG Dudney noted that SRP standards differed between Cp. Atterbury and Cp. Shelby.

Equipment:

- No significant issues.
- RFI occurred in February during pre-mobilization training at JRTC.
- COL Durham noted that NGB should take a look at BCT Medical Company equipment needs.

Training:

- No significant issues.
- Unit did extensive pre-mobilization training –
- LDESP
- Leader certification at Ft. Benning
- Training Assistor Academy at Ft. Stewart –
 - Trained the soldiers.
 - Documentation by Pre-mobilization Training Assistance Element
- LTP at JRTC.
- Every Company Commander attended the resident Captain's Career Course.
- Other schools utilized – Ranger, Pathfinder, Cp. Dodge Maintenance Center
- 45 days of training contiguous to mobilization.
- Training observed:
- SINCGARS training
- MOUT/IED lane
- Gunnery Table IV

Notes.

1. BG Dudney said the STC lanes were extremely valuable training.
2. IRR soldiers first go through CRC and then come to the MTC and requalify on those same tasks.
3. COL Durham said that the Mob-for-Training did not work out, because the process is too cumbersome.
4. COL Durham said that they did not get all of the needed funding from NGB during Aug - Oct 08.

Other Notes:

1. The TF already has LNOs embedded with the 33rd IBCT in OEF.
2. BG Dudney emphasized the importance of a brigade solution (including security forces) for the TF Phoenix mission.
3. The TF maintains daily communication with subordinate battalions mobilizing at Cp. Shelby.

Sir, on 1 Sep 09 I visited the 49th MP Brigade HQ (CA ARNG) mobilized at Ft. Dix. The 49th will replace the 8th MP Brigade HQ conducting full spectrum MP operations in OIF.

Key Personnel I met with:

BG Currier – 49th MP Bde Cdr
CSM Liles – 49th MP Bde CSM
COL Williams – 72d FA Bde (TS) Cdr
COL McGrath – 2-75th Battle Training Group Cdr

Manning

- No significant issues.
- Currently manned at 110% of required strength.
- Unit expects to REFRAD their Personnel Warrant, who will be replaced by another from CA ARNG.
- Only 2% REFRADS at MTC.
- Most key personnel have previously deployed with the unit to OIF.

Equipping

- Unit is awaiting a decision on their ONS for twenty M240Bs; this is currently at ARCENT.
- New Equipment fielding of CPOF was cancelled; the unit will fall in on this in Iraq.

Training

- No significant issues.
- Unit arrived at MTC at their projected individual training level.
- Limited CPOF assets are hampering staff training.
Note. Unit utilized CPOF during its previous deployment
- Vehicles with Blue Force Tracker were unavailable for training, due to being in maintenance.
- Training Observed – Convoy Operations.

Notes.

- Unit pre-mob training included a 10-day training period in each of three quarters, plus a 24-day period. None of these occurred at home station. Unit members expressed concern about the impact of this on their employers.
- BG Currier stated that the Ft. Dix MTC capability is for Bn-level and below, not for a Bde HQ.
Note. A Functional Bde HQ Center of Excellence MTC would allow consolidation of automation assets, including CPOF, to enhance training of staffs.
- SIPR connectivity with OIF theater is good at Ft. Dix.
- The unit is running into obstacles trying to deploy a “therapy dog”.
- COL McGrath reported that the 2-75th is currently resourced adequately to support MRXs. The 2-75th MOB Cap is 108, but the desired level is 130-135.
- COL McGrath reported a potential problem with the loss of seasoned mobilized USAR soldiers that must demob on 30 Jun 10 after being mobilized for 3 years. The potential loss of these soldiers will impact the ability to support MRXs and lead-up training.
- The 56th SBCT (PA ARNG) is currently demobing at Ft. Dix with planned completion around 15 Sep 09. PA ARNG JFHQ is augmenting the demob by providing Administrative, Medical, and Chaplain personnel. The demob is going well. The Deputy Cdr reported their biggest concern relates to lack of personnel funding to assist in the reset of their redeployed equipment.

Subject Trip Report -- 53rd IBCT -- Ft Hood
From <ronald.chastain@us.army.mil>
Date Tuesday, January 19, 2010 23:22
To hondo.campbell@us.army.mil , joseph.peterson@us.army.mil

Sir, on 14-15 Jan 10, I visited the 53rd IBCT (FL ARNG) mobilizing at Ft. Hood. They will replace the 115th FIB in Kuwait. The unit NOS occurred approximately 18 months prior to mobilization.

Key Personnel I met with:

- COL Gallant, 53rd IBCT Cdr
- COL Smith, 120th IN Bde (TS) Cdr
- CSM Corbett, 120th IN Bde (TS) Cdr
- COL Smith, 1A, Div West CoS
- LTC Hicks, Mob Bde Cdr

Training Observed – Urban Operations

Manning:

- No significant issues.
- Currently manned at 99% of requirement; another 70 soldiers are due, so the unit should deploy at over 100% strength.
- The only critical shortage is a Chaplain, which is due in.
- Less than 1% REFRAID rate.
- The Pre-Deployment Health Assessments had been done manually and were repeated by automation during MRSOI.

Equipment - No significant issues.

Training:

- No significant issues.
- Validated pre-mobilization training completed –
- Weapons training - 88%
- Individual training - 96%
- Leader training - 99 %
- Collective training - 75%
- The Urban Operations Lane (LTC Bogart, 2-393rd Inf Bn) is the best collective training event I have observed at MTCs.
- The 115th FIB is sending 20 SMEs to assist.
- The 53rd IBCT utilized the 2-week Red River Arsenal MRAP University drivers' training during premobilization.
- MRAP-U offers 72 training seats per month for MRAP drivers.
- MRAP-U offers 120 training seats per month for MRAP maintenance (6-week course).

Notes:

1. This is the fourth iteration of mobilization training for this mission; Post-Mobilization training days continue to decrease (72 to 70 to 67 to 49 days).
2. The 120th IN Bde Cdr and Mob Bde Cdr both reported that the 53rd IBCT arrived in better shape than any previous unit due to being a cohesive unit with great support from FL ARNG JFHQ.
3. 1A, Div West needs MRAP egress trainers; it has none.
4. I also visited the Longhorn landing strip which will be the site for Aviation unit mobilizations; construction is on schedule and will be timely completed, if the weather cooperates.

Subject Trip Report -- 56th SBCT -- Cp Shelby
From <ronald.chastain@us.army.mil>
Date Sunday, November 2, 2008 17:20
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil
Bcc george.reynolds@us.army.mil

Sir, I visited the 56th SBCT mobilization training at Cp Shelby on 31 Oct 08.

Key Personnel I met with:

- COL Ferraro, 56th SBCT Cdr
- CSM Jones, 56th SBCT CSM
- COL Vuono, 157th IN Bde (TS) Cdr
- CSM Morman, 157th IN Bde (TS) CSM
- COL Chesney, 177th AR Bde (TS) Cdr

Manning:

- The 56th SBCT is currently manned at 95.4% and expects to deploy at 98-103%.
- Currently 206 vacancies –
- Excess soldiers are cross-leveled.
- Two companies are amber; all others are green.
- Most critical shortages are MI WOs.
- Only 3.1% Refrads.

Equipment:

- No issues.
- The SBCT is likely the best equipped BCT in the Army.
- Except for RWS, new equipment fielding occurred during pre-mobilization.

Training:

- 220 leaders received training on mobilization tasks during pre-mobilization.
- High OPTEMPO –
- Training began the day after MRSOI.
- Ambitious training schedule has resulted in tired soldiers.
- 56th SBCT will have an extended MRX at JRTC due to –
 - All companies (except BSB) doing 2 live fires.
 - 10-day Force on Force MRX
- 4/2 SBCT has greatly assisted in the leader training at the MTC during –
- Leader teach
- CPXs
- FTXs

Issues:

- 56th SBCT needs another PDSS for their Bn Cdrs; 1A is working this for December.

Notes:

1. Staggered arrival at MTC resulted in an efficient MRSOI process.
2. 56th SBCT lacks visibility of personnel passbacks to NGB; NGB now has an LNO at Cp Shelby working this.
3. 56th SBCT Cdr pointed out a big difference between AC and RC in distribution of Family Support Readiness Assistants; AC is authorized 1 per Bn; RC is authorized 2 per BCT.
4. 56th SBCT has 39 armories and has 154 on their Rear Detachment.
5. Conducting the pre-mobilization training and staging equipment at the MTC payed big dividends for the 56th SBCT.
6. To prevent employer issues, PA ARNG turned down the 56th SBCT's request for 30 days T32 training contiguous to mobilization; if this had been approved, this would have prevented individual soldier make-up training at the MTC.

Subject Trip Report -- 56th IBCT -- Ft. Stewart
From <ronald.chastain@us.army.mil>
Date Monday, September 15, 2008 15:43
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil

Sir --

On 12 Sep 08, I visited the 56th IBCT mobilizing at Ft. Stewart. The 56th IBCT will replace the 39th IBCT, which is conducting force protection and security force operations in Iraq.

Key Personnel I met with:

- COL Henry, 56th IBCT, Cdr
- COL Geczy, 188th Inf Bde (TS) Cdr
- COL Salvetti, 4th Cav Bde (TS) Cdr
- COL Lee, Ft. Stewart ARNG Garrison Cdr
- COL Woodmansee, 36th Div LNO

Note. COL Henry's father was 2/7 Bn XO at Ia Drang.

Activities Observed:

- Base Defense Training
- Gun Truck Gunnery

Manning:

- Currently manned at 88% with additional soldiers arriving daily; expect to deploy at 103%.
- Incoming soldiers train with the warrior platoon before being assigned to an URF.
- Low Refrad rate.
- No key shortages.
- Over 60% of the NCOs have previously deployed.

Equipment:

- The IBCT is in excellent shape.
- Approximately 1/3 of the soldiers had IOTV sizing issues; they were able to do a one for one exchange at CIF.
- The 56th fielded new equipment and conducted NET during pre-mobilization for equipment that is not mission essential; this hampered training. The fielding, using MUTA-6's should have been postponed until after redeployment.
- The 56th equipment was loaded in T32 containers and shipped to Ft. Stewart and then offloaded to T10 containers.
- TX ARNG spent about \$350,000 in container rental costs.
- It took 3 days for the offload to T10 containers.

Training:

- Prior to the first pre-mobilization training period, key leaders were placed on T32 orders for 10 days to complete pre-mobilization tasks.
- The 56th conducted two 3-week pre-mobilization training periods separated by 30 days; They learned that this was not good for employers.
- The 56th committed to completing 90% of the pre-mobilization tasks. They exceeded that, except for IWQ (88%) and CSWQ (85%).

Notes:

1. The phased deployment to the MTC resulted in an efficient mobilization plan.
2. The 2-week mobilization of over 150 leaders has enabled them to C2, coach, and mentor their soldiers at the MTC.
3. The 56th felt that the training at JRTC enabled them to:
 - Build the team.
 - Grow confidence.
 - Task organize
 - Stabilize battle rosters
4. The Leaders' Recon / PDSS was limited to 10 personnel. Units need more slots.
5. The 56th feels that waiting until —90 for TRICARE hampers readiness.
6. The 56th has had an LNO at NGB since Feb 08.
7. ARNG Civil Affairs soldiers are not allowed to attend Civil Affairs courses. Recommend that all CA courses be opened to ARNG.
8. Unit recommended that training on contracting be conducted pre-mobilization.

Sir, on 19 Oct 09 I visited the 72d IBCT (TX ARNG) mobilized at Ft Bliss. The 72d IBCT will replace the 32d IBCT in OIF conducting detainee and police operations.

Key Personnel I met with:

COL Campsey, 72d IBCT Cdr

COL Schafer, 5th AR Bde (TS) Cdr

Training Observed:

- Tactical Iraqi Language Training
- Combat Medic Mentorship Program
- IED Defeat
- Detainee Operations

Manning

- No significant issues.
- Currently manned at 109% of required strength.
- Less than 1.5% REFRADS.
- Currently short one Resource Management Officer; expected to be filled by TX ARNG.

Equipping --

- No significant issues.
- Short 292 M240B MG to be filled by ARNG.
- Unit received M320 grenade launcher after pre-mobilization training, so they were unable to qualify with it prior to mobilization.

Training --

- No issues.
- Unit arrived at MTC with all soldiers trained on Army Warrior Tasks.
- Gun truck gunnery tasks were completed by 78% of the crews prior to mobilization.

Notes.

1. The Jan 08 NOS and change in stop-loss policy enabled the 72d IBCT to stabilize its force earlier than previous ARNG BCTs.
2. Unit was originally sourced for OEF COIN, but was re-missioned in May 09.
3. In addition to the monthly training assemblies, the unit conducted two 21-day training periods in FY09.
4. This is the first ARNG BCT to mobilize after the end of stop-loss; over 60% of those eligible to ETS extended to deploy.
5. Although the 72d IBCT completed all individual soldier tasks prior to mobilization, the days at MTC were not shortened, due to –
 - The units' arrival dates were not staggered enough.
 - Through-put limitations for the detainee operations training.
6. The unit's outstanding dental readiness upon mobilization (only 35 CAT 3) allowed more Ft Bliss assets to assist 1/1AD soldiers.
7. Some of the subordinate units of the 72d IBCT are expected to be re-missioned during the deployment.
8. The unit has an outstanding Family Readiness Group program; each FRG has a battle book, was trained, and was validated at an MRX.
9. The unit will have 2 embedded reporters from the Houston Chronicle through the Iraqi election.

I visited the 81st HBCT (WA ARNG) pre-mobilization training at Yakima Training Center on 16 JUL 08. The 81st HBCT will replace the 76th BCT conducting SECFOR mission in Iraq.

Key Personnel I met with:

COL Kapral, 81st HBCT Cdr

BG Toney, ATAG WA ARNG

COL Leith, 181st Infantry Training Support Brigade Cdr

CSM Williamson, 181st Infantry Training Support Brigade CSM

Activities observed:

- Physical Training
- SRP
- IWQ

Manning

The 81st mission requirement is 3,160 soldiers. Attending training at Yakima were 2,036. Another 834 are attending premob training in California (the 81st has one subordinate BN in CA). Another 493 soldiers were attending schools, including all their medics in school at Ft. Sam Houston.

The WA ARNG is cross-loading 240 SMs into the 81st. TX ARNG is providing 80 soldiers, and 40 individual fillers are coming from other states. The 81st fully expects to deploy at 100% of the mission requirement.

The 81st had not coordinated with Ft. McCoy to have SRC personnel present at Yakima to ensure the SRP was satisfactory.

Equipping

There were no significant equipment issues.

The only notable logistics issue was that T32 milvans will be shipped to Ft. McCoy and the contents off-loaded into T-10 milvans.

Note. The FORSCOM G-4 is working to resolve this.

The 81st is also working to get STRAT air to deploy JNN and their Shadow UAV.

Training

The training focus during pre-mob has been briefings, warrior tasks, battle drills, and convoy live fire.

COL Kapral expressed that he would have liked to have received more training support from the TSB during pre-mob. This was complicated, because the 191st TSB at Ft. Lewis is not the lead TSB for the 81st mobilization. The lead TSB did provide unit assistants to ensure that pre-mob training certification was properly documented.

Note: Lesson learned is that pre-mobilization training support must be coordinated at the D-180 conference. Unlike most states the WA ARNG Pre-mobilization Training Assistance Element focuses only on training documentation.

Other

I also visited a group of ARNG soldiers in the WTU at Ft. Lewis and heard lots of complaints. Most notable were:

- ARNG soldiers are not treated the same as AC soldiers.
- Repetitive briefings

I later met with some of the ARNG cadre in the WTU to let them know of the complaints.

Note. I have discussed the perceived issues with the FORSCOM Surgeon.

Subject Trip Report -- 81st HBCT -- Ft. McCoy
From <ronald.chastain@us.army.mil>
Date Monday, September 15, 2008 14:53
To hondo.campbell@us.army.mil
Cc joseph.peterson@us.army.mil

Sir --

On 10 Sep 08, I visited the 81st HBCT (WA ARNG) mobilizing at Ft. McCoy. The 81st HBCT will replace the 76th IBCT, which is conducting force protection and convoy security operations in Iraq.

Key Personnel I met with:

- COL Fowler, 81st HBCT Dep Cdr
- COL Kulp, 181st Inf Bde (TS) Cdr
- CSM Sweeney, 81st HBCT, CSM

Note. COL Kapral, 81st HBCT Cdr was attending an intelligence seminar.

Activities Observed:

- COL Freedom
- Shoothouse
- .50 cal MG qualification
- Gun Truck gunnery
- Squad live fire

Manning:

- Currently manned at 102% of mission requirement.
- Less than 2% refrads.
- Attrition rate did not change after notification of sourcing.
- Unit did have an increase of E-7 retirements.
- Unit is short a few Lieutenants and Captains.

Equipping:

- No significant issues.
- Crew-served weapons were not in good shape upon arrival at the MTC, but this is being resolved.
- Unit received individual RFI during pre-mobilization.
- Unit will deploy its UAVs – Shadow and Ravens.
- Unit moved equipment to Ft. McCoy in T32 containers and then offloaded it to T10 containers.

Training:

- Unit did a 2-week key leader training during pre-mobilization to complete most of the post-mobilization tasks.
- Good unit/TSB coordination in pre-mobilization enabled the 81st to arrive at the MTC near the training level forecasted.
- Unit reported that the LDESP training should be conducted during pre-mobilization.
- The Squad Live Fire lane was the best I have seen at any MTC.

Notes:

1. There are no significant issues with this mobilization.
2. There is a shortage of contract haulers in the Ft. McCoy area.
3. Unit reported that an earlier TRICARE eligibility date of M-180 would have helped resolve medical issues earlier.

Subject Trip Report - 86th IBCT - Ft. Polk
From <ronald.chastain@us.army.mil> ▶
Date Saturday, February 27, 2010 0:10
To hondo.campbell <hondo.campbell@us.army.mil> , joseph.peterson@us.army.mil
Cc "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> , jeffery.hammond <jeffery.hammond@us.army.mil>
Bcc "Barham, Rod" <rodney.barham@conus.army.mil> , jim.nuttall <jim.nuttall@us.army.mil>

Sir, on 24 Jan 2010, I visited the 86th IBCT (VT ARNG) mobilizing at Ft. Hood. They will replace the 48th IBCT in Afghanistan. The unit NOS occurred approximately 24 months prior to mobilization.

Key Personnel I met with:

- COL Roy, 86th IBCT Cdr
- COL Vuono, 157th IN Bde (TS) Cdr

Manning:

- No significant issues.
- Currently manned at 108% of requirement.
- The critical shortages are a Chaplain and a PA, which is due in.
- Less than 1% REFRAD rate.
- Over 65% of the soldiers have previously deployed.

Equipment - No significant issues.

Training:

- No issues.
- Pre-mobilization training completed was as forecasted.
- Soldiers with Intel specialties received 11 days of specialty training, including a 4-day Intel exercise.
- Female soldiers received Female Engagement Team training on how to interact with female local nationals.

Notes:

1. The early NOS enabled the 86th IBCT to complete pre-mobilization training objectives without having to conduct training contiguous with their mobilization.
2. The 86th embedded an LNO with the 48th IBCT for their entire deployment.
3. COL Roy recommended that new equipment fielding dates be set at the NOS+60 meeting.
4. COL Roy reported that the ONS process is too cumbersome and recommended that a Tiger Team look at how to streamline the process.
5. The unit was alerted approximately 18 months prior to mobilization; COL Roy reported that the availability of TRICARE at that time would have improved his unit's medical readiness.
6. I also visited the Ft. Polk Air Assault Course facilities upgraded by the ARNG; the ARNG Warrior Training Center from Ft. Benning will run a course at Ft. Polk 15-26 Mar 2010; this adds an ASI school to the menu of training available at Ft. Polk; tenant units will have 220 seats and the LA ARNG will receive 30 seats; the ARNG seats are being provided in exchange for helicopter support.

Subject Trip Report -- 115th FIB -- Ft Hood
From <ronald.chastain@us.army.mil>
Date Friday, May 8, 2009 15:29
To hondo.campbell@us.army.mil , joseph.peterson@us.army.mil
Bcc rodney.barham@conus.army.mil , george.reynolds@us.army.mil

RESENDING.

Sir, on 4-5 May 09, I visited the 115th FIB mobilizing at Ft. Hood. They will replace the 29th IBCT/ 45th FIB in Kuwait. The unit NOS occurred approximately 18 months prior to mobilization.

Key Personnel I met with:

- COL Knowlton, 115th FIB Cdr
- COL Smith, 120th IN Bde (TS) Cdr
- Mr. Turner, DPT-North Ft. Hood

Manning:

- No significant issues.
- Currently manned at 101% of requirement; additional IRRs are due in.
- No critical shortages.
- About 65% have previously deployed.
- 98% of needed security clearances are complete.

Equipment:

- No significant issues.
- Unit RFI occurred in Dec 08.
- Individual RFI occurred at MTC.

Training:

- Unit came to MTC with only 67% of weapons qualification completed, in contrast to the 90% agreed upon.
- FIB did not qualify on night fire during pre-mobilization.
- FIB commander said that they did not have the expertise to train with the night sights.
- Other pre-mobilization training was near what was forecast.
- Documentation of 46% of individual schools (such as unit movement officer) is on hand; if documentation is not provided by the end of this week, the individual schools will be rescheduled.

Notes.

1. The post-mobilization night weapons qualifications and individual schools can be completed without impacting the LAD; it will require longer training days.
2. The units did not consolidate at one location for any of the pre-mobilization training.

Other Notes:

1. 115th FIB is comprised of units from 5 states.
2. Two of the battalions underwent transformation during pre-mobilization.
3. Two of the battalions supported the Democratic and Republican conventions during pre-mobilization.
4. Key personnel of the 115th FIB met with key personnel of the 37th IBCT when it demobilized; this was prior to the PDSS of the 115th FIB.
5. 115th FIB commander recommended --
 - Earlier issue of unit and individual RFI.
 - That units should not undergo transformation in the year prior to mobilization.
 - Having PDSS prior to Rock Drill.
6. North Ft. Hood training capacity will grow to 3,136 by 1 Oct 09.
7. Mr. Ed Turner of DPT- North Ft. Hood provided a tour of the new aviation center of excellence. The Longhorn landing strip is in relatively good shape. Construction should begin soon on the helicopter parking area.

Sir, on 13 Nov 09 I visited the 135th ESC (AL ARNG) mobilized at Ft. Hood in preparation for its OEF mission. They will be replacing the 143rd ESC, providing C2 of assigned forces performing operational-level sustainment of US Forces.

Key Personnel I met with:

MG Anderson, 1A Div W Cdr
COL Smith, 1A Div W Chief of Staff
COL Smith, 120th IN Bde (TS) Cdr
CSM Corbett, 120th IN Bde (TS) CSM
COL Rideaux, 1-75th Div Exercise Controller

Note. Although I was unable to meet with the 135th ESC Cdr, BG Hoover, I did talk with him by phone.

Manning

- Currently manned at 99% of required strength.
- 29 positions currently are not filled or are filled by soldiers of a different grade or MOS; although the Commander originally classified 11 of these as critical, he now says that the unit can function without them being filled.
- About 50% of soldiers (including the G-3 and SPO) have previously deployed to OIF.

Equipping -- No issues.

Training -- No issues.

Notes.

1. NGB continues to follow-up with the AL ARNG attempting to fill specific personnel vacancies; bottom line is that the 135th has sufficient personnel or substitutes to execute the mission.
2. The 135th ESC Plans Officer was wounded during the Ft. Hood shootings. He underwent surgery and will no longer deploy.
3. The MRX is being supported by 14 Theater SMEs (10 from 143rd ESG SPO and G-3 shops).
4. I also visited with the Commander (LTC Beeks) and some of the 589 soldiers of the Warrior Transition Battalion at Brooke Army Medical Center. No issues were noted.

Sir, on 16 Sep 09 I visited the 141st MEB (ND ARNG) mobilized at Cp. Atterbury in preparation for its KFOR 12 mission. Units comprising KFOR 12 come from 13 states.

Key Personnel I met with:

BG Dorhmann, KFOR 12 Cdr
COL Merkel, 205th IN Bde (TS) Cdr
LTC Morris, Cp Atterbury Deputy Cdr
LTG (Ret) LeMoyne – Senior Mentor

Training Observed:

- Security operations and stability operations
- Medical lanes
- HEAT
- MP lanes
- Liaison and monitoring lanes

Manning

- No significant issues.
- Currently manned at 96% of required strength.
- Unit expects to deploy at 98%; additional soldiers will arrive shortly after the deployment to bring KFOR 12 up to 100%.
- No critical shortages.
- The HUMINT team chief has injured a knee and is a potential REFRAD.
- About 50% of soldiers have previously deployed.
- The KFOR 12 Commander has previously deployed to KFOR.

Equipping -- No issues.

Training -- No issues.

Notes.

1. The unit was notified of the mission 24 months prior to mobilization.
2. LTG (Ret) LeMoyne reported that this is the best prepared KFOR he has seen.
3. The Cdr, G-2, and Medical unit were cited as being exceptional.
4. KFOR 12 has had good interaction with KFOR 11 and with the follow-ons KFOR 13 and KFOR 14.
5. TORCH and ADVON departure dates shifted one day to the left, causing problems for soldiers that had already purchased airline tickets for their 4-day pass.
6. Although the units from the 13 states did not consolidate for training during pre-mobilization, the 141st MEB Cdr provided adequate guidance to ensure that his training goals were met.
7. The KFOR manning requirement will reduce by about 500 soldiers during KFOR 12; plans are already in the works to lessen the impact on KFOR 12 soldiers.

I also met with COL Merkel and the Agriculture Development Team (ADT) commanders currently mobilizing at Cp Atterbury.

Notes.

1. Earlier NOS of ADT would allow adjustments to the ADT's post-mobilization training to fit the province it will go to.
2. COL Merkel estimated that he could simultaneously train 5 ADTs.
3. The ADT commanders recommended –
 - They need to know the US Department of Agriculture person assigned to their province.
 - ARNG State JFHQ needs to man the teams earlier.

Sir, on 12 May 09, I visited the 155th HBCT (MS ARNG) mobilizing at Cp. Shelby. They will replace the 81st HBCT conducting SecFor in Iraq. The unit NOS occurred approximately 18 months prior to mobilization.

Key Personnel I met with:

MG Freeman, MS TAG
COL Glasgow, 155th HBCT Cdr
COL Chesney, 177th AR Bde (TS) Cdr
COL Vuono, 157th IN Bde (TS) Cdr
LTC (P) Parham, Cp Shelby Cdr

Training Observed:

- Mounted Combat Patrol
- Counter IED Defeat
- Personal Security Detachment

Manning:

- No significant issues.
- Currently manned at 104% of requirement; an additional 52 soldiers are available as replacements.
- No critical shortages; shortages include CA, INFO Ops, and PAO.
- Less than 2% REFRADS.
- About 60% previously deployed with the 155th HBCT.

Equipment:

- No significant issues.
- Unit RFI occurred in Dec 08.
- Individual RFI occurred at MTC (preference of HBCT Cdr).
- Unit is short some odd-sized IOTV and SAPI, but solution is underway.

Training:

- No significant issues.
- Unit arrived at MTC at forecasted level of training.
- Unit has a very detailed training plan for Kuwait; broken down by the type mission.

Notes.

1. 81st HBCT is sending 21 personnel to assist during the MRX.
2. 155th HBCT is augmented by companies from Ohio (2), Kentucky, and Washington, D.C.
3. Unit utilized the early NOS to accomplish pre-mobilization tasks with minimal impact on families and employers; they had only one

training assembly per month and utilized a 21 day AT just prior to mobilization.

4. Cp Shelby now has 4 convoy live fire ranges.

5. COL Vuono noted the challenge that the 75th Div (USAR) has with having sufficient mandays to support mobilizing units' exercises (CPX, MRX).

Sir, on 10 July I visited the 194th Engineer Brigade (TN ARNG) mobilized at Ft. McCoy. The 194th will replace the 555 Engineers serving as the OIF Theater Engineers in Balad.

Key Personnel I met with:

BG Harris – 194th Engr Bde Cdr
CSM Hudson – 194th Engr Bde CSM
COL Todd – 181st IN Bde (TS) Cdr
MG (Ret) Heine – Senior Mentor

NOS for the 194th Engineer Brigade was in April 08. After conducting additional training assemblies and a 21-day Annual Training, they came to the MTC well prepared and have no significant issues.

Manning

- No significant issues.
- Currently manned at 110% of required strength.
- Unit is short two military intelligence personnel, but there should be little adverse impact.
- Most key personnel have previously deployed with the unit to OIF.

Equipping

- No significant issues.
- Some New Equipment fieldings during premobilization were not anticipated by the 194th, resulting in conflicts with scheduled training.

Training

- No significant issues.
- Percent completion of scheduled pre-mobilization tasks was as predicted.
- Unit did not conduct an early leader certification.
- Four SMEs from the 555 Engineers arrived to assist during the MRX.

Notes.

- BG Harris stated that he regrets not doing an early leader certification, which would have enhanced his C2 at the MTC.
- BG Harris stated that ABCS fielding occurred just prior to mobilization and more training was needed on ABCS. COL Todd agreed to provide the additional ABCS training.

Other Notes.

- Low bandwidth at Ft. McCoy hampers SIPR connectivity with theater. FC G-6 is checking on this.
- There are no ARNG STAMIS contractors at Ft. McCoy. Current work-around is NGB rotating personnel to handle this. IMCOM is hiring personnel to fix this issue.
- The \$24 million (OPTEMO funds) contract with Bowhead for vehicles at MTCs ends 30 Sep 09. The plan is for the ARNG unit's state to provide the training vehicles. This will work satisfactorily for small units, but is a potential problem for BCTs mobilizing in December.
- COL Todd is concerned about the 40% funding cut for civilians on the battlefield. Soldiers will fill the shortfall. He does not plan to cut the Arabic speakers.

Sir, on 19 Oct I visited the 261st Theater Signal Brigade (DE ARNG) and 146th Expeditionary Signal Battalion (FL ARNG mobilizing at Ft. Bliss.

Key Personnel I met with:

BG Chambers – 261st TSB Cdr
COL Passwaters – 261st TSB DCO
LTC DeVine – 261st TSB XO
CSM Catalon – 261st TSB CSM
LTC Johnson – 146th ESB Cdr
CSM Campbell – 146th ESB CSM
COL Sherman – 5h AR Bde (TS) Cdr
COL Green – Mob Bde Cdr

Training observed:

- MK 19 qualification
- M240 B qualification
- Combat Life Saver
- Close Quarters Combat (conducted by 50th BCT late deployers)

Both Signal units had about a year of preparation for the mobilization. They came to the MTC well prepared and have no significant issues. Both units are postured for successful missions in Iraq.

261st TSB

Manning

- Currently manned at 95% of required strength, with additional 12 soldiers due in.
- Most key personnel have been in place for at least 2 years.
- OPSGM will probably REFRAD due to being insulin-dependent; replacement has been identified.
- 25% of the unit has previously deployed.
- Unit has no visibility on when 8 IRR soldiers will arrive.

Note. COL Flaish of FORSCOM G-6 is working this with FORSCOM G-1.

Equipping – No issues.

Training

- No issues.
- Unit completed about 96% of scheduled pre-mobilization tasks.

Note. BG Chambers recommended –

- Completion of NET fielding prior to stop loss.
- Conducting premobilization training tasks after stop loss.

146th ESB (First ARNG SIG Bn to reorganize as an ESB)

Manning –

- Currently manned at 82% of requirement.
- Expects to deploy at 90% of requirement.

Equipping –

- No issues.
- Due to sealift of equipment, the 50th ESB at Ft. Bragg is loaning equipment to the 146th for the MRE.

Training -- No issues.

Note. The 5th AR Bde (TS) obtained about \$10 million in year-end construction funds for construction of new office facilities for the two TS Bdes and their subordinate Bns.

Sir, on 16 December 09 I visited the 278th ACR (TN ARNG) mobilized at Cp Shelby. The unit is augmented with 144 soldiers from MI ARNG and 140 soldiers from KY ARNG. The 278th ACR will replace the 155th HBCT in OIF conducting Security Force operations.

Key Personnel I met with:

COL Holmes, 278th ACR Cdr
CSM Jennings, 278th ACR CSM
MG Bednarek, 1A, Div E Cdr
COL Prior, 177th AR Bde (TS) Cdr
CSM Harris, 177th AR Bde (TS) CSM
COL Warburg, 188th IN Bde (TS) Cdr
CSM Mayfield, 188th IN Bde (TS) CSM

Manning

- No significant issues.
- Currently manned at 99% of requirement; another 108 gains are expected prior to LAD; an additional 210 gains are expected during their first 30 days in theater.
- REFRAAD rate is 1.7%; their SRP was conducted at the MTC, prior to mobilization.
- Two critical vacancies (21Y).
- About 60% of the unit has previously deployed.
- Almost all key leaders have previously deployed.
- The senior leaders have been in position for at least 18 months.

Equipping --

- No significant issues.
- Unit is short 111 PEQ-15 aiming lights

Training --

- No issues.
- Premobilization training completed was at or near the unit projection.
- Key leaders were certified prior to mobilization.

Notes.

1. The early NOS (Nov 07) and early alert (May 08) greatly contributed to the unit's successful premobilization.
2. The unit task organized in Mar 09 to meet the 131-man SecFor company requirement.
3. The end of stop-loss actually helped stabilize the unit.
4. The entire unit arrived at the MTC on the same day; prior coordination with the MTC made this no issue.
5. The unit has maintained warfighting skills, in case their mission changes in theater.
6. TSB commanders reported that the Cp Shelby maintenance support structure for MRAPs is inadequate.

Subject Trip Report -- 256th IBCT -- Cp Shelby
From <ronald.chastain@us.army.mil>
Date Thursday, January 28, 2010 14:49
To hondo.campbell <hondo.campbell@us.army.mil> , joseph.peterson <joseph.peterson@forscom.army.mil>
Cc "Graham, Mark A MG MIL USA FORSCOM" <mark.graham@us.army.mil> , jeffery.hammond <jeffery.hammond@us.army.mil>
Bcc "Barham, Rod" <rodney.barham@conus.army.mil> , david.abramowitz <david.abramowitz@us.army.mil>

Sir, on 25 Jan 10, I visited the 256th IBCT (LA ARNG) mobilizing at Cp. Shelby. They will replace 41st IBCT in Iraq. The unit NOS occurred approximately 24 months prior to mobilization. The 256th IBCT is augmented with 395 soldiers from VA ARNG, which received their NOS in Oct 09.

Key Personnel I met with:

- COL Ball, 256rd IBCT Cdr
- COL Hollis, 158th IN Bde (TS) Cdr
- CSM Wagner, 256th IBCT CSM
- Mr. Rolon, Validation Cell Chief

Training Observed:

- MRAP rollover
- Counter-IED lane

Manning:

- Currently manned at 97% of requirement; they expect to deploy at 98%.
- REFRAD rate is 1.9%.
- 52% of the soldiers and all of the Bde staff previously deployed to OIF.
- The most significant shortages are in the 25 and 35 CMF.

Note. There are currently 162 IRRs for the 256th IBCT going through TRADOC refresher training.

Equipment:

- No significant issues.
- They have the typical shortage of odd-size IOTVs and eSAPI plates.
- They are also short DAPs and groin protectors.

Training:

- The late sourcing of VA ARNG soldiers contributed to low completion percentages of pre-mobilization tasks, as follows:
 - IWQ 56%
 - CSWQ 50%
 - TSIRT 69%
 - TSLT 57%
 - AWT 63%
 - Battle Drills 65%
 - CLS 100%
- The unit underwent 17 new equipment fieldings in the last 18 months.

Notes:

1. The Shadow Platoon is mobilized with the 256th IBCT, but is prepared for possible remissioning to OEF; the platoon received extensive MOS training last summer.
2. The 256th IBCT deployed 3 officers as LNOs to the 41st IBCT from Oct to Dec 09.
3. I observed the Mobile Counter-IED Interactive Trainer; there are only 3 in the inventory; others are at Ft. Bragg and with the Marines; this is an outstanding device for training individuals and small groups on IEDs from manufacture to emplacement.
4. MRAP training available at Cp Shelby –
 - Driver Training –
 - 1 week course
 - 20 soldiers per class
 - 4 classes at a time
 - Maintenance Training –

- 1 week course
- 20 soldiers per each week's course
- Covers diagnostics, brakes, air conditioning, and services

PSC

Sir –

I attended the National Guard Joint Senior Leadership Conference at National Harbor, Maryland on 19-21 Nov 09. In addition to Joint sessions, there were separate Army and Air breakouts.

Speakers included:

- SecDef Gates
- Sec of VA Shinseki
- FEMA Administrator, Mr. Fugate
- ASD-RA, Mr. McCarthy
- ASD-HD&ASA, Mr. Stockton
- ASA M&RA, Mr. Lamont
- SAF/M&RA Mr. Ginsberg
- Vermont Governor Douglas
- CJCS Admiral Mullen
- CSA, GEN Casey
- CG, FORSCOM, GEN Campbell
- CG, NORTHCOM, GEN Renuart
- CNGB, GEN McKinley
- GEN (Ret) McCaffrey
- Deputy CG, AMC, LTG Pillsbury
- CG, USARCENT, LTG Webster
- SAF/IG, LTG Rogers
- DARNG, LTG Wyatt
- Acting DARNG, MG Carpenter
- Director, Comprehensive Soldier Fitness, BG Cornum

Attached are summaries of the remarks at the sessions I attended.

Highlights of Remarks

SecDef Gates –

- There have been two recent important events in NG history –
 - 4-star CNGB
 - NORTHCOM DCG
- He is focused on providing a path for a Guardsman to command NORTHCOM.
- There will be no more hand-me-down equipment from AC to RC.
- Contiguous mobilization training decision was difficult; he is still committed to 12-mon mobilization.
- He plans to have NG play roles in OEF – combat, enablers, agriculture development teams, etc.
 - He will look at NGB receiving funds not flowing through services.
- In OEF, we need development assistance right after an area is cleared; the ARNG has the capability to do this before civilian agencies come in.
- Our military needs to build capacity of other nations' militaries; the State Partnership Program is important.
 - Development assistance is a civilian task.

Sec Shinseki –

- Only 1/3 of our 23 million veterans are enrolled in VA.
- He is working with DOD on a virtual, lifetime, electronic record to track individuals from entry into service until death.
- VA has over 19,000 mental health specialists.

Mr. McCarthy –

- - He wants to fully exploit RC capabilities.
 - RC has been unfailingly accessible.
 - RC should be the component of first choice for missions they are best suited for.
 - RC needs predictability in type mission and training.
 - RC must be properly resourced.
 - RC cyclical rotations maintain readiness; they must go on, even after demand reduces.
 - Homeland Defense is a Total Force responsibility.
 - NG is the center of gravity.
 - DOD is committed to resolving the C2 issue.

Mr. Stockton –

- Unity of effort on Homeland Defense has not occurred.
- Possible solutions for unity of effort –
 - SecDef authorization of T10 forces in Direct Support of Governor.
 - Emergency Management Assistance Compacts prior to need.
 - States plan for most likely event –
 - Include details of projected T10 needs.
 - Plan is trained and exercised.

Mr. Fugate –

- FEMA partners through governors.
- FEMA is the President's focal point for assistance to governors.
- We don't emphasize enough building a team that goes beyond the government.
- We must plan for the most difficult events.

Mr. Lamont –

- The Army has not leveraged the civilian skills of the RC
- What the RC needs –
 - Trained and ready soldiers and units; he is exploring the need for medical readiness 12 months prior to mobilization.
 - Family and Employer Support sustainment –
 - Predictability
 - Productive missions
 - Employer tax credit bill did not make it out of committee.
 - Institutional Process Change –
 - Mobilization is any Army core competency.
 - He is looking at ways to streamline mobilization, if the team is set early.
 - Invest in AI4 –
 - Initial entry training backlog has been reduced.
 - Increased Full Time Support.
 - Adapt Institutional Army to support recurring deployments of RC.

Governor Douglas (Chairman of Governors' Association) –

- We need a clear chain of command to avoid confusion to execute missions.
- Governors need control over responding T10 service members.

Adm Mullen –

- His short term worries are –
 - The Afghanistan/Pakistan region
 - Iran
 - Health of our force.

GEN Casey –

- We are closer to one Army than at any time in his career.
- What he worries about –
 - WMD in hands of terrorists
 - Safe havens for terrorists
- He wants a new study on RC Full Time Support to man based on what we are now doing.
- He is pleased with the progress on AI4; we must be careful to not price the RC out of existence.

GEN Renuart –

- His main concern on Homeland Security is complacency; thinking the world is returning to normal.
- We must maximize the strengths of all US resources.
- We must be prepared for natural disasters.
- State Partnership Programs improve other nations' capabilities.
- What is needed –
 - Sharing of Civil Support plans (more transparency).
 - The domestic force posture put into the GFMB process.
 - Increased RC manning for Homeland Security.
 - RC properly resourced.

GEN (Ret) McCaffrey –

- Iraq --
 - Will likely hold together.
 - Will not build nukes and will not threaten its neighbors.
- Afghanistan –
 - Much more complex than Vietnam.
 - Expect 5 more years of fighting.
 - Expect 10 or more years of nation-building.
- Iran will be a problem.
- Homeland Security Challenges –
 - 16 million illegal aliens in US
 - Law enforcement agencies cannot ask people who they are.
 - Coast Guard needs to grow.
 - NG is only agency that can provide a big response for local emergencies.
 - NG is too small and under equipped

LTG Webster –

- He sees potential needs for –
 - 1 ARNG BCT in Kuwait
 - 1 ARNG BCT for CENTCOM exercises

MG Carpenter –

- ARNG has the best personnel readiness ever –
 - 92% DMOSQ
 - 76% CAT I-III
 - 94% high school grads
- Equipping of ARNG is a success –
 - ARNG has 77% of MTOE equipment.
 - ARNG has 83% of Critical Dual-Use equipment.
- ARNG is building an Aviation Strategic Plan to include fixed-wing, rotary-wing, UAS, and training sites.

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Thursday, November 20, 2008 3:21 PM
To: Campbell, Hondo GEN MIL USA FORSCOM
Cc: Peterson, Joseph F LTG MIL USA FORSCOM
Subject: Trip Report -- Army/Microsoft GO/SES Leadership Summit -- 13 Nov (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: FOUO

Sir, Chris Gandy of FC G-6 and I attended the subject summit in Reston, VA.

Other Flag Officers attending were -

- LTG Sorensen
- VADM Brown (USN)
- MG Bostick
- MG Strong
- BG Donahue
- BG Ortiz
- BG Jennings
- BG Jones
- BGen Allen (USMC)

SES personnel representation from the following attended -

- SecArmy
- DA Chief of Staff
- DA G-6
- TRADOC
- PEO EIS
- NETCOM
- DISA
- CECOM
- Army Research Lab
- USMC

Approximately 25 Microsoft employees attended.

Purpose of the summit:

- Address information technology transformation and sustainment challenges.
- Discuss leveraging the Army/MS partnership to capitalize on future research and development projects.

LTG Sorensen set the stage as to what the Army wants -

- Transformation of Land War Net to an Army Expeditionary Enterprise
- A Network Service Center-based global construct
- Ideal end state for the soldier, regardless of his location -
 - o Universal email
 - o Universal file storage
 - o One phone number
 - o Standard collaboration tool kit

LTG Sorensen said that the current network is not functioning together. It needs to be federated and then go to a single, standardized and modernized enterprise.

COL Moser's (ARNG G-6) comments -

- With NGB having no command authority, it must develop strategic partnerships with the 54 states and territories.
- ARNG is part of the Army network.
- ARNG operates with redundant circuits in CONUS.
- ARNG SIPR is fielding in relation to ARFORGEN.
- ARNG is placing kiosks in armories to allow soldiers to access AKO.

The MS presenters spoke mostly about their upcoming software features.

- Share Point integrates several tools.

- “Office 14”, the next wave of Office software, contains several innovative productivity tools, to include an integrated PC, phone, and browser.
- They demonstrated systems that will allow -
 - o Access to voice mail through the desktop.
 - o Video teleconferencing.
 - o Some CPOF capability through email.
- MS “Integrated C2”, which includes improved business intelligence and knowledge management, was said to be a means to reduce staff workload just prior to update briefs.

The Army/MS partnership is considering for future summits -

- Having them more often, using a “community of interest” approach.
- Conducting the summit virtually.

Note. The current MS contract with the Army does not expire until May 09, so it is unlikely that there will be a summit prior to the one hosted by FORSCOM in Oct 09.

I expressed your appreciation of the Army/MS partnership and your commitment to hosting the Oct 09 summit.

Classification: UNCLASSIFIED

Caveats: FOUO

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Thursday, November 20, 2008 1:27 PM
To: Campbell, Hondo GEN MIL USA FORSCOM
Cc: Peterson, Joseph F LTG MIL USA FORSCOM
Subject: Trip Report -- Ft. Benning -- 17 Nov 08 (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

Sir, on 17 Nov 08, I visited the ARNG's Warrior Training Center, Basic Combat Training, and the ARNG Special Assistant to the CG at Ft. Benning.

- A. Special Assistant to CG Directorate -
- Provides advice to CG on ARNG matters.
 - Assists in doctrine development.
 - Provides the following courses through its ARNG Warrior Training Center -
 - o Pre-Ranger - for AC/RC
 - o Pathfinder - for RC
 - o Air Assault - for AC/RC
 - o Level I and Level II Combatives - for RC
 - o Bradley Pre Master Gunner - for AC/RC

I met with COL Woods (the Special Assistant).
I was able to tour facilities at the Warrior Training Center's Camp Butler.
I observed soldiers of 1/3 ID in Phase II of the Air Assault Course.

Notes.

1. The Warrior Training Center also has mobile training teams.
2. Several ARNG HBCTs have converted to IBCTs. I will make these IBCTs aware of assistance the WTC can provide to them.

- B. Basic Combat Training -
- I met with SGM Marquis, ARNG LNO to the Infantry Center, whose duties are -
 - o Assisting in the reception and processing of RC (both ARNG and USAR) soldiers through the completion of IADT/ADT.
 - o Resolving RC soldiers' problems/issues.
 - o Counseling RC soldiers in over 75 training units.
 - o Coordination with ARNG State Joint Force HQs and MEPS.
 - o Handling Congressional inquiries involving RC soldiers.
 - o Assisting in tracking and reporting of AWOLS and those dropped from rolls.
 - o Conducting in-briefs and out-processing.
 - Activities Observed -
 - o Soldier in-processing
 - o Phase I Eagle Tower (rappelling)

Notes.

1. Some 10,142 RC soldiers conducted IET at Ft Benning in FY08. Since the implementation of ARNG's Recruit Sustainment Program (pre-BCT), ARNG attrition is only around 3%.
2. LTG Vaughn has proposed to DA that all new Army recruits (AC/USAR/ARNG) be incorporated into the ARNG Recruit Sustainment Program. He feels that this could both reduce BCT attrition and cut about two weeks out of the program.

Classification: UNCLASSIFIED
Caveats: NONE

Chastain, Ronald S MG NG USA

From: Chastain, Ronald S MG NG USA
Sent: Tuesday, September 08, 2009 6:07 PM
To: Campbell, Hondo GEN MIL USA FORSCOM; Peterson, Joseph F LTG MIL USA FORSCOM
Cc: Hammond, Jeffery W MG MIL USA FORSCOM
Subject: Trip Report - SOUTHCOM & JTF-GTMO (UNCLASSIFIED)

Classification: UNCLASSIFIED

Caveats: FOUO

Sir, on 1 25-26 Aug 09 I visited SOUTHCOM and JTF-GTMO.

Key Personnel I met with:

BG Ketchum - SOUTHCOM Stability Directorate Director Rear Admiral Copeman -- JTF-GTMO Cdr COL
Perez - Military Assistant for RC to SOUTHCOM Cdr

I received briefings on -

- RC support to SOUTHCOM
- Exercise Panamax 2009
- SOUTHCOM security
- JTF-GTMO

I toured the JTF-GTMO detainee hospital and Camps 4, 5, and 6.

I visited with mobilized RC soldiers at JTF-GTMO.

Notes.

- Five SOUTHCOM operational exercises and approximately 136 State Partnership Program events are supported by 7,000 RC service members annually.
- Panamax 09 is SOUTHCOM's largest operational and Foreign Military Integration Exercise. It involves 21 countries. It will occur 11-22 Sep 09 in the vicinity of the Panama Canal, Central America, and from component HQ locations to enhance regional cooperation and to train participating nations' forces to respond to threats in the region. It also will serve as ARSOUTH's JTF sustainment.
- The RC soldiers at JTF-GTMO are not overly concerned about the closing of the detention facility. They were mostly interested in when and to where the detainees will be moved.

Classification: UNCLASSIFIED

Caveats: FOUO

Sir, I attended the National Guard Association of the United States conference 11-13 Sep 09 at Nashville, TN.

Speakers and highlights of their remarks –

- Secretary Napolitano – Department of Homeland Security
 - Roles of DHS are –
 - Protection against terrorist attack on US soil.
 - Securing the borders.
 - Immigration enforcement and reform.
 - Preparation for responses to emergencies of any type.

- Mr. Donley – Secretary of the Air Force
 - Cyber defense is a joint effort; RC will play a role.
 - Expects about one year before CYBERCOM develops its requirements.
 - RC employers are behind-the-scene supporters of National Defense.
 - RC families make the RC successful.

- GEN Schwartz – AF Chief of Staff
 - The AF faces a myriad of challenges, including limited resources, and must adapt.
 - AF components need to posture together, using a holistic approach to the Total Force.
 - It is a strategic advantage to build partnership capacity by using the State Partnership Program and OMLTs.
 - The non-traditional missions performed are worthwhile contributions.
 - AF acquisition priorities –
 - New tanker
 - Fighter Recapitalization
 - Long-range strike bomber

- GEN Chiarelli – VCSA
 - Agriculture Development Teams are critical to OEF success; they are the strategic tip of the spear.
 - Comprehensive Care –
 - We must find ways to reduce stress on soldiers.
 - Dwell must be expanded for all components.
 - DA is collaborating with National Institute of Health.
 - AC is adding 417 mental health care providers.
 - ARNG is adding 400 mental health care providers.
 - Web-based care and counseling offers help to the soldier and family and takes away the stigma of seeing help.
 - He encouraged partnering with other agencies.
 - He fully supports the ARNG getting a TTHS-like account to improve personnel readiness.

- GEN McKinley – CNGB
 - The active and ARNG components of the Army are the closest he has ever seen.
 - The future of the ARNG is budget-dependent; we will go through a period of dwindling resources.
 - NG will do anything it is resourced to do.
 - Since 11 Sep 01, the RC has been fully integrated.
 - The “accessibility myth” of the NG has been shattered.
 - ARNG can live with an ARFORGEN rotational model of 25% mobilized indefinitely.
 - Agriculture Development Teams may be the turning point in OEF; every state needs an Agriculture Development Team.

- Mr. McCarthy – Assistant SecDef for Reserve Affairs
 - His Intent –
 - Purpose – To set conditions for sustainable, seamless integrated and complimentary force.
 - Method –
 - Proactive delivery of credible advice.
 - Develop policies and resources to fully exploit capabilities.
 - End state – All composites see each other with respect.
 - Operational and Strategic Reserves –
 - He sees the need for both.
 - The operational reserve would be rotational with the highest readiness.
 - Dwell could be different for each service.
 - Must have right resources for each ARFFORGEN phase.
 - Need a true continuum of service, allowing rotation between AC, operational reserve, and strategic reserve.
 - He sees individuals shifting back and forth between operational and strategic reserves.
 - We can find ways to use all forces for the military role in Homeland Defense.
 - Family Readiness must be sustained to sustain RC readiness.
 - DOD is trying to find a way to allow Governors’ control over T10 forces.

- MG Carpenter – Acting DARNNG
 - The Army is a seamless organization between components.
 - ARNG is prepared to change due to OIF drawdown and OIF changes.
 - ARNG needs to mirror the AC; VCSA has committed the Army to consider additional SBCTs in the ARNG.
 - Dual use aviation is critical to the ARNG.
 - ARNG DMOSQ is now 91%.
 - ARNG has only 9,000 awaiting initial entry training.
 - An ARNG TTHS-like account would help eliminate cross-leveling.

- MG Wayt – OH TAG and Chairman of AGAUS
 - AGAUS priorities –
 - End strength
 - MILCON
 - Air National Guard Recapitalization
 - Hazard Reaction Force is the name replacing DART.

- Sen Bond – MO
 - There are important civilian aspects in OEF; 80% of the force needs to work on developing Afghanistan.
 - NG should grow to efficiently secure the US.
 - Governors need tactical control of T10 troops responding to disasters.

Other speakers –

- Lt Gen (Ret) Conaway – former CNGB
- MG Nash (via VTC from Iraq) – 34th ID Cdr
- BG Wolf – Army Safety Center
- Rep Abercrombie – HI
- Rep Giffords – AZ
- Rep Murphy -- PA