

**DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ALASKA
Fort Richardson, Alaska 99505-5000**

United States Army Regulation 350-1

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Training

United States Army Alaska Training Directive

Summary. This regulation covering the United States Army Alaska (USARAK) policy for the conduct and management of training has been revised. This regulation supplements policies and implements directives in United States Army Pacific Command (USARPAC) Regulation 350-41.

Applicability. This regulation applies to all units assigned or attached to USARAK. This regulation does not contain information that affects the New Manning System.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the USARAK G3 (Training), Attention: APVR-RPTM-T.

Interim changes. Interim changes to this regulation are not official unless the USARAK Signal Officer authenticates them. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested improvements. The proponent agency of this regulation is the USARAK G3, Training Section. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-RPTM-T.

References. Required and related publications and referenced forms are listed in appendix A.

Contents

	Paragraph	Page
Chapter 1		
Training Management		
Arctic Light Training Management	1-1	1-1
Information Sources	1-2	1-1
Command Training Guidance	1-3	1-1
Priority Training Cycle System	1-4	1-1
Duty Hours and Training times.....	1-5	1-2
Standard Army Training System	1-6	1-3
Quarterly Training Briefings	1-7	1-3
Master Training Calendar.....	1-8	1-4
Training Schedules	1-9	1-5
Weekly Training Highlights Report.....	1-10	1-5
Training Records	1-11	1-6
Resource Management.....	1-12	1-7
Chapter 2		
Training Conduct		
Purpose	2-1	2-1
Chapter Information Sources	2-2	2-1
Responsibilities	2-3	2-1
Training Goals.....	2-4	2-1

	Paragraph	Page
Battle Focused Training	2-5	2-2
Mission Essential Task List	2-6	2-2
Battle Tasks	2-7	2-3
Leader Tasks	2-8	2-3
Individual Tasks	2-9	2-3
Exercises	2-10	2-3
Medical Support	2-11	2-4
Opposing Forces	2-12	2-4
Camouflage	2-13	2-4
Training Evaluations	2-14	2-4
Training Coordination	2-15	2-5
Environmental Consideration	2-16	2-6
Signal Security	2-17	2-6
Night Operations	2-18	2-6
Heavy/Light/Special Operation/Air Assault Integration	2-19	2-6
Sergeants Time	2-20	2-6
Weekend Training	2-21	2-7
Maintenance and Supply	2-22	2-7

Chapter 3

Individual Training

General	3-1	3-1
Chapter Information Sources	3-2	3-1
Mandatory Training Requirements	3-3	3-1
Specialized Individual Programs	3-4	3-3
Low-Density Military Occupational Specialty Training	3-5	3-4
Law of War Training	3-6	3-4
Commissioned Officer Development	3-7	3-4
Professional Development Program	3-8	3-4
Self-Development Programs	3-9	3-5

Chapter 4

Physical Fitness Training

Purpose	4-1	4-1
Chapter Information Sources	4-2	4-1
Physical Fitness Training Responsibilities	4-3	4-1
Physical Fitness Training Objectives	4-4	4-2
Physical Fitness Training Goals	4-5	4-2
Unit Physical Fitness Training	4-6	4-2
Policies and Procedures	4-7	4-4
Special Physical Fitness Training Programs	4-8	4-4
Foot Marches	4-9	4-5
Cross-Country Skiing and Snowshoeing	4-10	4-6

Chapter 5

Marksmanship Training

General	5-1	5-1
Chapter Information Sources	5-2	5-1
Weapons Qualification Applicability	5-3	5-1
Training Goals	5-4	5-1
Marksmanship Training Responsibilities	5-5	5-1

	Paragraph	Page
Marksmanship Training Requirements	5-6	5-2
Records	5-7	5-2
Weapons Qualification Standards	5-8	5-8
 Chapter 6		
Arctic Skills Training		
Preparedness	6-1	6-1
Responsibilities	6-2	6-1
 Chapter 7		
Nuclear, Biological, and Chemical Training		
Purpose	7-1	7-1
Chapter Information Sources	7-2	7-1
Training Goal.....	7-3	7-1
Responsibilities	7-4	7-1
Nuclear, Biological, and Chemical Individual Training	7-5	7-2
Nuclear, Biological, and Chemical Crew Training.....	7-6	7-3
Nuclear, Biological, and Chemical Collective Training	7-7	7-3
Nuclear, Biological, and Chemical Defense Equipment	7-8	7-3
Nuclear, Biological, and Chemical Control Party Training	7-9	7-3
Evaluations`	7-10	7-3
Smoke Operations	7-11	7-4
Flame Field Expedients.....	7-12	7-4
 Chapter 8		
Intelligence Training		
Intelligence Training Goal	8-1	8-1
References	8-2	8-1
Intelligence Training Responsibilities	8-3	8-1
Intelligence Training Requirements	8-4	8-2
Staff Training.....	8-5	8-2
 Chapter 9		
United States Army Alaska School Program		
General.....	9-1	9-1
Chapter Information Sources	9-2	9-1
Program Objectives.....	9-3	9-1
Program Responsibilities	9-4	9-1
United States Army Alaska Schools	9-5	9-3
Special Schools.....	9-6	9-5
Nonsponsored Schools/Others	9-7	9-6
Funding Priority	9-8	9-6
School Standing Operating Procedures.....	9-9	9-6
School Quotas and Allocations	9-10	9-6
School Suspense Dates.....	9-11	9-6
Service Remaining Requirements	9-12	9-6
Security Clearance Requirements	9-13	9-7
General Disqualifications	9-14	9-7
Exceptions to Policy	9-15	9-7
Student Administration	9-16	9-8
Application Submissions	9-17	9-8

Appendixes

A. References A-1
B. Training Resource Management B-1
C. Training Reports C-1
D. Specialty Training D-1
E. Off-Post Training..... E-1
F. Risk Assessment F-1
G. Donnelly Training Area Coordination Procedures.....G-1

GlossaryGlossary 1

Chapter 1 Training Management

1-1. Arctic light training management

The arctic light training management process in USARAK will be executed per the doctrine outlined in Field Manual (FM) 7-0 and FM 7-1. The major components of arctic light training management are—

- a. Command training guidance.
- b. Quarterly training briefings.
- c. Master training calendar.
- d. Combined arms training strategy.
- e. Training evaluations
- f. Resource management.

1-2. Chapter information sources

- a. FM 7-0.
- b. FM 7-1.

1-3. Command training guidance

- a. The foundation for training guidance is derived from properly conducted training meetings.
- b. Training meetings are to be conducted weekly by battalions, companies, and platoons.
- c. Infantry brigades will conduct a task force training meeting at least once a quarter.
- d. Company and above level units will identify training meetings on unit training schedules.
- e. Each year, the USARAK commander will publish annual command training guidance along with a master training calendar (MTC).
- f. Major subordinate commands (MSCs) will publish both annual and quarterly training guidance for their subordinates.
- g. Units will adhere to the guidelines established in FM 7-0 and FM 7-1 to allow sufficient time for subordinate commanders to conduct planning.
- h. MSCs will provide a copy of their training guidance to the G3 training division chief upon publication.

1-4. Priority training cycle system

- a. Because of geographical separation, the post support requirements at each garrison's location and the fact that there is only one active brigade in USARAK, the traditional green-amber-red cycle system is not feasible.

USARAK Regulation 350-1

(1) The infantry battalions constitute the nucleus of the priority training cycle system. As much as possible, the 172d Stryker Brigade Combat Team (SBCT) and 1-501st Airborne Task Force must be prepared to manage the multiple demands of training, Rapid Reaction Forces, and post support in a synchronized fashion.

(2) Throughout the year, one of the infantry battalions will normally be designated as the priority-training unit on the master training calendar.

(3) The 172d SBCT and the 1-501 Airborne Task Force will normally be designated as priority for training during combat training center rotations, Joint Chiefs of Staff/USARPAC exercises, and during periods when training is required in preparation for these types of exercises.

(4) The training priority unit receives priority for the use of training resources. Other units will receive second priority for the use of training resources; post support will normally occur during nonpriority periods.

(5) Post support cycle north and south of the Alaska Range will be designated on the master training calendar.

b. The following are guidelines for training conducted during the three training cycles:

(1) Training priority.

(a) Focus is on collective tasks with individual and leader tasks integrated.

(b) Maximum soldier attendance during prime training events.

(c) Leaves, passes, and appointments are limited.

(d) Coincides with availability of resources.

(2) Nonpriority for training.

(a) Accomplish small unit, crew, and individual training as possible.

(b) Soldiers attend education and training courses.

(c) Schedule medical, dental, and administrative appointments. Maximize leave.

(d) Divert personnel to support taskings as required.

c. Because USARAK must use a modified-cycle system; commanders must carefully manage opportunities for leave.

(1) Block leave may be used, but must be scheduled so as not to conflict with prime training events and Rapid Reaction Forces requirements.

(2) During Rapid Reaction Forces and at other designated periods, units must be able to meet the recall standards identified in the readiness standing operating procedure.

1-5. Duty hours and training times

a. USARAK duty hours in Garrison are 0630 to 1700. Commanders can adjust the duty day as mission requirements dictate; however, physical fitness training (PFT) activities will not start before 0630 without USARAK commander's approval. Units conducting foot marches, ski marches, or snowshoe

USARAK Regulation 350-1

marches as PFT may alter the standard duty day for these events (Company Commander Approval) as required to accommodate the increased time needed to conduct these activities.

(1) No appointments (except hospital or dental) or meetings will be scheduled before 0900 on any day.

(2) All Post support taskings require soldiers to report at or after 0900 daily with the exception of ammunition supply point guard. This allows all soldiers to conduct PFT with their assigned units.

(3) Some mobile training teams may require earlier start times, although every effort will be made not to start before 0900.

(4) Soldiers, whenever possible, are released from duty at 1500 on the last duty day of each week for Arctic Soldiers Time.

b. Training, with the exception of major field training exercises (FTXs), should not be scheduled on weekends or holidays. The USARAK commander must approve exceptions for weekend training.

c. Compensatory time off may be granted outside of regular pass periods to deserving soldiers and/or units.

(1) Authority to designate compensatory time off for units is the next higher commander in the chain of command.

(2) USARAK 4-day weekends are designated on the master training calendar and outlined in the USARAK commander's annual training guidance.

(3) Compensatory time off may be granted for unusual circumstances such as—

(a) Long or arduous deployment from home station.

(b) Duty in an isolated location where a regular pass is inadequate.

(c) Following periods of continuous duty of excessive duration.

d. Soldiers will be released from nonessential duties for payday activities by 1200. Designated payday activity days are listed in the training guidance and on the master training calendar. Morning activities on designated payday activity days are encouraged to include inspections, award ceremonies, cohesion runs, and special events such as family orientations and unit sports days.

1-6. Standard Army Training System

The Standard Army Training System is a unit training management system designed for use from battalion to brigade level.

a. The software is the automated training doctrine in FM 7-0, FM 7-1, and FM 3-0.

b. MSC's will implement the Standard Army Training System down to company level, as allowed by availability of software, hardware and trained users.

1-7. Quarterly training briefings

a. MSC will schedule a quarterly training brief for the USARAK commander at least 7 weeks before the start of the quarter in which the training will be executed. Brigades will have subordinate slice leaders brief how their respective training plans augment the training focus of the task force.

USARAK Regulation 350-1

b. The G3 will provide guidance on the format for quarterly training briefs. MSC will furnish a copy of read-ahead slides to G3 a minimum of 5 working days before the scheduled briefing.

1-8. Master training calendar

a. The master training calendar will be reviewed quarterly and maintained as a 24-month document.

b. The master training calendar incorporates the unit training calendars and identifies training events down to battalion and separate company level. Events below battalion level will be included on the master training calendar, based on the significance and impact of the event.

c. Changes to the master training calendar will be submitted to the USARAK G3 scheduling coordinator as they occur.

d. Units will also provide a copy of their current master training calendar at the completion of their quarterly training briefing. Master training calendar input will include, but is not limited to the following:

(1) Brigade- and battalion-level FTXs, command post exercises, and combined arms live fire exercises.

(2) Battalion external evaluations.

(3) Marksmanship training.

(4) Ceremonies.

(5) Combat training center rotations and leader training programs.

(6) Joint Chiefs of Staff exercises.

(7) Reserve component support.

(8) On- and off-post school dates.

(9) Rapid Reaction Forces periods. Include Homeland Security (HLS), and Quick Reaction (QRF) Force periods.

(10) USARAK safety/aviation safety days.

(11) Expert Infantryman Badge/Expert Field Medical Badge testing dates.

(12) Block leaves.

(13) Four-day weekends.

(14) Payday activities.

(15) Special equal opportunity events.

(16) Other activities that impact on USARAK.

1-9. Training schedules

- a. Every company-, battery-, and troop-level unit will prepare training schedules. The battalion commander will approve unit-training schedules and units will publish them 5 weeks before training.
- b. All training schedules will provide, at a minimum, the following information:
 - (1) Specifics of when training starts and where it takes place.
 - (2) The allocation of the correct amount of time for scheduled training and additional training as required to correct anticipated deficiencies.
 - (3) Specific individual, leader, and collective tasks to be trained.
 - (4) Concurrent training topics that will efficiently use available training time.
 - (5) Specifics of who conducts the training and who evaluates the results.
 - (6) Administrative information such as uniform, weapons, equipment, references, and safety precautions.
- c. A consolidated training schedule is authorized when units are engaged in a common training event, such as a battalion FTX.
- d. Publication of training schedules locks-in training. Battalion commanders must personally approve training schedule changes. Subordinate units will submit training schedules at least 5 weeks in advance to MSC.
- e. Training schedules are due to the G3 training division by 1200 on the Wednesday 4 weeks before the week in which training will be executed. Submit all changes to training schedules to the G3 training division not less than 48 hours before scheduled training.

1-10. Weekly training highlights report

- a. Units will submit a training highlight report to the G3 training division by 1200 on the Wednesday before the week in which training will be executed covering the units next 4 weeks of training.
 - (1) The G3 will use these reports as the basis for providing a training highlights report to USARAK.
 - (2) This report is a consolidation of all training highlights occurring throughout the MSC during the next 4 weeks. Changes with less than a 24-hour lead-time must be telephonically coordinated.
- b. Training highlights reports will include the following:
 - (1) All USARAK-directed training.
 - (2) All Multiple Integrated Laser Engagement System (MILES)/live-fire exercises (LFXs).
 - (3) All scheduled ranges and preliminary marksmanship training.
 - (4) All external evaluations/command inspections.
 - (5) FTX/command post exercises (platoon or higher).
 - (6) Off-post training exercises.

- (7) Air assaults/airborne operations.
- (8) Brigade/battalion runs.
- (9) All water-related training.
- (10) Training holidays other than USARAK directed (company or higher).
- (11) Road/ski/snowshoe marches.
- (12) Arctic skills training.

1-11. Training records

a. Battalions and separate companies will maintain the training records and files listed in table 1-1.

(1) Brigade headquarters and headquarters companies will also maintain these records for brigade personnel.

(2) Battalions may choose which records subordinate commanders will maintain in their files. These records will be subject to inspection during command and other training inspections.

(3) Maintain records in either electronic or paper files per AR 25-400-2.

Table 1-1 Training Record Maintenance	
Record/File	Inclusive Period
Training schedules	1 year
Ammunition allocations	2 years
Unit status report	1 year
DA Form 705 (Army Physical Fitness Test Scorecard)	Until card filled/individual transferred/
Weapons qualification	1 year (roster)
Roster of weapons zero	Current
Water survival record	Duration of assignment
Nuclear, biological, and chemical (NBC) proficiency test	Current
Arctic Light Individual Training (ALIT)	Duration of assignment
DA Form 1307 (Individual Jump Record)	Current
Mortar Gunners Exam and Fire Direction Center	1 year (roster)

b. Units will maintain the following training publications:

- (1) USARAK Regulation 350-1.
- (2) USARAK Regulation 350-2.
- (3) Unit and higher headquarters training guidance (maintain for 1 year).
- (4) Soldiers manuals for each military occupational specialty (MOS) that is assigned to unit.
- (5) Appropriate Army training and evaluation program-mission training plans (ARTEP-MTPs).
- (6) Technical manuals (required for all weapons and vehicles; desirable for all equipment readiness code A coded items).

- b. Units will maintain statistics on information that is required for the quarterly training briefings.

1-12. Resource management

Commanders will use the USARAK resource allocation model and historical data to plan training and estimate the cost of training. Commanders determine the resource priorities for their training. Some common sources for resource information are:

- a. Command operating budget.
- b. Flying hour program.
- c. Ammunition Standards in Training Commission allocations.
- d. Command training guidance.
- e. Appendix B of this publication.

Chapter 2 Training Conduct

2-1. Purpose

This chapter's purpose is to prescribe USARAK policy for USARAK training conduct. This chapter supplements and implements policies and directives outlined in USARPAC Regulation 350-41.

2-2. Chapter information sources

The information sources and publications listed below should be used in conjunction with this chapter.

- a. FM 7-0.
- b. FM 7-1.
- c. USARAK Circular 351-1.
- d. USARAK annual command training guidance.
- e. USARPAC Regulation 350-41

2-3. Responsibilities

Training responsibilities for commanders and leaders at all levels are prescribed in FM 7.0 and FM 7-1, chapter 1. Additional training responsibilities are as follows:

- a. The USARAK G3 will—
 - (1) Publish USARAK annual and quarterly command training guidance.
 - (2) Publish and maintain a current fiscal year master training calendar.
- b. MSCs will—
 - (1) Oversee training management within their unit including resource forecasting and allocation.
 - (2) Publish annual and quarterly training guidance with a calendar per FM 7-0 and FM 7-1 and provide copies of each to the USARAK commander and deputy commander.
 - (3) Conduct annual and quarterly training briefings for the USARAK commander.

2-4. Training goals

Training is the number one priority because it is the most important thing we do. Commanders are responsible for planning, executing, and evaluating tough, realistic, and safe training based on the mission essential task list (METL). Commanders of units assigned or attached to USARAK must strive to accomplish the following:

- a. Develop leaders who are expert trainers and tacticians who lead by personal example.
- b. Train soldiers to be disciplined and physically fit and experts in marksmanship and their MOS.

USARAK Regulation 350-1

- c. Counsel your leaders to develop cohesive, tactically proficient, and hard-hitting small units capable of bold, independent, and decisive action.
- d. Train as combined arms teams and task forces capable of synchronizing ground maneuver with joint and combined arms firepower.
- e. Train units at all levels to be able to sustain operations in harsh environments with austere resources.
- f. Develop units that can successfully train in our environment in preparation for rapid worldwide deployment.

2-5. Battle-focused training

- a. The USARAK battle focus recognizes that units may lack proficiency on every soldier task, whether due to time or other resource constraints. However, a successful training program is achievable by consciously narrowing the focus to a reduced number of essential individual tasks vital to mission accomplishment. Training on neglected individual tasks should be conducted as time and resources allow.
- b. The USARAK battle training focus is established from the concepts found in FM 7-0 and FM 7-1. As commanders develop or confirm their unit's battle focus, training plans must adhere to this focus and accomplish specific training goals and objectives.
- c. USARAK units will focus their training effort on their METL.
- d. Training must be thoroughly planned to ensure the best use of all resources.
- e. Reserve component units must receive proper evaluations and adequate support to ensure performance to standard. The training focus for reserve component units is derived from training observations and evaluations. The Directed Training Association provides dedicated training assistance relationships between reserve component and active component units. Active component units will provide training assistance and annual training evaluations to reserve component units.
- f. Place maximum emphasis on small-unit training to develop and maintain a high degree of proficiency at the "cutting edge." The "cutting edge" starts with a well-trained individual and progresses through crew, squad, section, platoon, and company levels. Proficiency at the "cutting edge" includes the development of junior leaders (officers/noncommissioned officers (NCOs)).

2-6. Mission essential task list

By analyzing the applicable tasks contained in external directives and selecting training for only those tasks essential to accomplish their organization's wartime mission, commanders will prioritize tasks to be trained by their unit and focus on those critical for wartime mission accomplishment. The compilation of these tasks is the organization's METL.

- a. All USARAK organizations, down to and including company-level headquarters, will prepare a METL. All SBCT infantry battalions will have the same METL. Maintain past METL records in unit files.
- b. The next higher commander in the chain of command will approve each organization's METL. Requests to approve a METL or change a unit's existing METL must be done, in writing, to the next higher commander. The USARAK commander will approve MSC METLs. Unit executive officers will review staff METLs, and battalion commander's will approve them (per FM 7-1).
- c. Units will identify and institute supporting task, condition, and standards for each METL task. These tasks, conditions, and standards will provide a clear statement of training to be performed and evaluated.

- d. Each unit will review their METL at least once annually.

2-7. Battle tasks

A battle task is a mission essential task so critical that its accomplishment will determine the success of the organization's mission essential tasks. Units select battle tasks for each mission essential task on the METL. After review and approval of a unit or staff METL, each commander or staff member must select battle tasks. These battle tasks will be training tasks that—

- a. Integrate the battlefield operating systems.
- b. Receive the highest priority for resources such as ammunition, training areas, facilities, materiel, and funds.
- c. Receive emphasis during evaluations directed by the senior headquarters.

2-8. Leader tasks

Leader tasks are considered essential to accomplishing METL tasks. Units must also link leader tasks to the unit METL and battle tasks.

2-9. Individual tasks

a. Individual tasks apply to virtually all missions at all echelons. Each command sergeant major and all senior NCOs must understand the organization's collective METL so they can integrate individual tasks into each collective mission essential task during METL-based training.

b. Soldier training publications (STPs) and mission training plans (MTPs) are major source documents for selecting appropriate individual tasks. The following critical areas help to focus the selection of individual tasks:

- (1) Physical fitness, see FM 21-20.
- (2) Marksmanship, see appropriate series 23 FM for weapon.
- (3) Land navigation, see FM 3-25.26.
- (4) Common Task Testing see STP 21-1-SMCT.
- (5) Arctic skills, see FM 31-70 and FM 31-71.
- (6) Maintenance of individual equipment, see the appropriate TM for equipment.

2-10. Exercises

a. FTX and LFX's provide a picture of how well the entire unit can fight as a combined arms team. When conducting these resource-intensive exercises, it is essential to provide as much realism as possible. This includes incorporating what has become known as the "dirty battlefield environment," a battlefield that encompasses the use of smoke, electronic warfare, chemical warfare, etc.

b. Units performing combat support and combat service support type functions will seek opportunities to perform field training by supporting combat arms units from realistic field sites under tactical conditions. When this is not possible, units should schedule periods of field training consistent with their wartime missions.

USARAK Regulation 350-1

c. Units will conduct brigade and battalion FTXs per the commanding general's training guidance, FM 7-0, FM 7-1, and AR 350-28. For this purpose, a brigade or battalion exercise will be any exercise in which a brigade or battalion command and control activity is employed.

2-11. Medical support

USARAK Regulation 350-2 covers medical support requirements for training and ranges. Units without organic medical support must submit requests for medical augmentation to USARAK G3-Taskings not less than 7 weeks prior to the start of training. G3 Taskings can be reached at 384-1074.

2-12. Opposing forces

Commanders should use opposing forces with MILES equipment during tactical training to provide a necessary measure of realism.

2-13. Camouflage

a. Units will stress camouflage and concealment techniques in all phases of training. Units will emphasize both active and passive measures required to protect individuals, equipment, and activities from detection and observation. The goal is to make camouflage techniques instinctive and practiced continuously by individuals and units.

b. USARAK soldiers will wear the field uniform and camouflage whenever they depart the cantonment area to participate in military training. The field training area for—

(1) Fort Richardson is southeast of the Glenn Highway and north of the 97 gridline.

(2) Fort Wainwright is inside the boundaries of the Yukon, Tanana Flats, or Delta training areas.

c. The field uniform is defined as load-carrying equipment, helmet, protective mask, weapon, and elbow/knee pads if issued. Use camouflage to break up the outline of the helmet and be consistent with seasonal vegetation. Unit Commanders will determine when skin camouflage will be worn. *Wear facial camouflage when temperatures are above 32 deg Fahrenheit and there is no risk of frostbite.*

d. This guidance does not apply to weapons qualifications and non-tactical reconnaissance or tactical exercises without troops (tewt's).

e. The extreme cold weather clothing, load-carrying equipment, protective mask, weapon, helmet, and vapor barrier boots are the winter field uniform. Unit commanders may specify black boots and/or items of the Extreme Cold Weather Clothing System as weather conditions dictate.

f. Units should consult USARAK Pam 600-2 for additional uniform and equipment requirements.

2-14. Training evaluations

Training evaluations measure the demonstrated ability of individuals, leaders, and units against specified training standards. Training evaluations can be informal, formal, internal, external, or any combination thereof. Evaluate all USARAK training. Evaluations range from a commander visiting the training of a subordinate unit to a formal external evaluation.

a. Informal evaluations take place whenever a leader visits ongoing training. This type of evaluation provides real-time feedback on the training environment and the proficiency resulting from training.

USARAK Regulation 350-1

b. Formal evaluations require that each MSC establish a program to inspect the training programs of subordinate units. Each brigade-level headquarters in turn will be inspected as part of the USARAK command inspection program.

c. Internal evaluations are planned, resourced, and conducted by the organization undergoing the evaluation.

d. External evaluations are planned, resourced, and conducted by a headquarters at an echelon higher in the chain of command than the organization undergoing the evaluation.

(1) In every case, units will conduct after action reviews to solicit what happened in training, why it happened, and how it can be done better. Guidance on how to conduct an after action review can be found in Training Circular (TC) 25-20 and FM 7-1.

(2) MTP, drill manuals, and individual skill manuals form the nucleus of a guide for evaluating training. Whenever possible, evaluate training using standards published in manuals such as these.

(3) All units must receive a formal evaluation on a periodic basis. Plan and administer company through squad evaluations two echelons above the evaluated unit. The appropriate brigade commander will serve as the senior evaluator for battalion size units; participation in a combat training center rotation is equivalent to undergoing an external evaluation for brigade to platoon level. Table 2-1 shows USARAK guidance for the frequency of external evaluations.

Evaluated Unit	Minimum Duration	Frequency
Battalion	5 days	18 months
Company/Battery	48 hours	12 months
Platoon	24 hours	12 months
Squad	24 hours	12 months

e. Additional guidelines for formal evaluations include:

(1) Evaluators will be selected from a unit other than the one being evaluated.

(2) Evaluators will have rank and experience at least equivalent to the personnel they are evaluating.

(3) Stress maximum attendance (95 percent is the standard) of personnel and maximum use of a modification table of organization and equipment (MTOE) for external evaluations.

(4) Employ the MILES in a force-on-force scenario.

(5) Use as many real obstacles as possible.

(6) Force the logistics system to provide all classes of supply.

(7) Provide a written report to the commander/leader of the evaluated unit within 7 days after the completion of the evaluation.

2-15. Training coordination

a. Occasionally, units from outside of USARAK will attempt to coordinate for exercises and support directly with USARAK units. This practice is not acceptable and will not be used as a coordination technique. Units will obtain approval for direct coordination from USARAK headquarters.

b. If an active component unit attempts to coordinate directly, instruct them to begin with the G3 training division or G3 plans and operations division for Mobilization Exercise coordination. Once the G3 is aware of the request, USARAK may then authorize direct coordination.

2-16. Environmental considerations

a. Integrate environmental information, policies, and restrictions into all training and tactical plans. Our stewardship of the land we train on, the facilities we use, and the materials we dispose of require constant vigilance. Prepare an annex for all administrative and tactical orders that deploy personnel to field training areas that covers environmental considerations. This annex must include, but is not limited to, restrictions on use of certain training areas, disposal of human waste, procedures for handling hazardous-materials spills, and hazardous-waste disposal.

b. The following is a guide to regulations that contain information on the above issues:

(1) USARAK Regulation 350-2 provides specific guidance on environmental requirements for use of ranges and training areas. In addition, all range standing operating procedures contain information applicable to specific ranges.

(2) USARAK Circular 351-1 contains information on courses available to train our personnel in environmental subjects.

(3) USARAK Regulation 200-4 contains applicable information on the handling of hazardous material and hazardous waste.

(4) FM 3-100.4.

2-17. Signal security

All units will integrate signal security into all communications and tactical training.

2-18. Night operations

a. Combat-ready units must be fully proficient in night operations and skilled in the use of night-vision devices. Survival on the battlefield will depend on night proficiency. Commanders will program night training when sufficient periods of darkness are available. As a goal, units will conduct one-half of all tactical training during hours of darkness.

b. Units that provide support to other units during normal duty hours will maintain normal, daily support capability at all times. This type of unit may schedule night-operational training at the small-unit level and should maximize the opportunity to train habitual support elements as part of larger task forces.

2-19. Heavy/light/special operations/air assault integration

The nature of contingency operations makes it imperative to conduct combined arms operations and training with special operations, heavy, air assault, sister services, etc. Rotations to combat training centers will usually include some of these forces. An attempt must be made to integrate these forces into FTX, command post exercises, and other training events whenever possible.

2-20. Sergeants' Time Training (STT)

a. Sergeants' Time training will be conducted every Thursday. Sergeants' Time training is prime-time training and will be incorporated into the commander's training guidance. It may be conducted during any part of the duty day, as long as it is conducted for 5 consecutive hours.

USARAK Regulation 350-1

- b. The objective of STT is to promote training time for small unit, team, or crews in those tasks that support the unit METL. **The focus of this training must be small unit, collective warfighting tasks.** Progressive, sequential training in current and emerging doctrine will be emphasized. The conduct of periodic annual training requirements during STT is prohibited (SAEDA, EEO, ADAPCP etc..).
- c. STT will be directed and supervised by the unit chain of Command. Platoon Leaders may participate, but are not allowed to teach or lead this training.
- d. STT will include practical exercise(s), and a training plan outline. Senior NCO's (CSM/1SG) will assess and evaluate STT, and conduct appropriate AAR's at the completion of training.
- e. Physical training (excluding Tactical Footmarches), and STT setup/teardown will not be counted against the 5 hour STT training requirement.

2-21. Weekend training

Units will make every attempt to complete routine training during the normal duty week. Commanders will incorporate weekday make-up days for missed training events whenever possible. Units that desire to perform routine garrison training activities on a weekend will submit their request through their chain of command to deputy chief of staff G3 training division for staffing and approval. All weekend training requests will indicate which compensation days will be provided to soldiers who perform weekend garrison training. The USARAK commander is the approval authority for all weekend training requests. (Note: Weekend training requests are not required for approved tactical training exercises, or support missions that by their nature require weekend activities).

2-22. Maintenance and supply

a. Ensure development of a unit maintenance training program for mechanics, operators, and leaders. Maintenance standards are outlined in applicable -10/-20 technical manuals. Maintenance programs should be designed to—

- (1) Increase the technical competence and proficiency of unit mechanics/operators.
- (2) Provide trained and qualified operators for all assigned equipment.
- (3) Train leaders to supervise and inspect their operator's preventive maintenance checks and services.
- (4) Certify operator and leader preventive maintenance checks and services proficiency.

b. Maintenance training will be on the unit training schedule. All exercise scheduling and planning must include the appropriate preparatory maintenance (services, oil samples, alignments, verifications, inspections, modifications, etc.). After-exercise events must include a specified period for the recovery of the unit's equipment, including scheduled maintenance. This recovery period should be by unit standing operating procedure and include all equipment that the unit used during training.

c. Units' supply will—

- (1) Ensure the development of a unit supply training program designed to enhance supply procedures through individual proficiency and coordination.
- (2) Stress supply economy and discipline in all phases of training.
- (3) Ensure that unit inventories are on unit training schedules.

**Chapter 3
Individual Training**

3-1. General

Individual training develops soldiers who are proficient in battlefield skills, disciplined, physically tough, and highly motivated. The NCO plays a vital role in establishing and conducting an effective individual training program. The NCO must ensure individual soldiers understand their missions and the role they play in the unit, which will result in soldiers who can perform their duties to the required standards. This chapter covers mandatory training, general training programs, marksmanship, physical training, and professional development.

3-2. Chapter information sources

- a. AR 350-10.
- b. AR 350-17.
- d. Chapter 13 of this regulation.
- e. DA Pamphlet 350-58.
- f. DA Pamphlet 351-4.
- g. FM 3-25.26.
- h. FM 21-10.

3-3. Mandatory training requirements

Various mandatory and suggested training subjects are listed in table 3-1 and 3-2.

Table 3-1 Periodic mandatory training for all personnel		
Subject	Reference(s)	Frequency
Equal Opportunity, Sexual Harassment	AR 600-20, chapter 6	Quarterly
Physical Fitness Training	This regulation, chapter 4	Min 3 times per week
Arctic Light Individual Training	This regulation, chapter 6	Complete by Oct 15 or prior if participating in winter field training <10 deg f).
Army Physical Fitness Test	AR 350-1 and FM 21-20	Semiannually (4 months apart minimum)
Standards of Conduct	DOD Reg 5500.7-R	Semiannually
Military Justice	Uniform Code of Military Justice Manual for Courts Martial	Upon 6 months of active service and at each reenlistment
Operations Security	AR 530-1	Annually
Water Survival	AR 385-10	Annually
Subversion/Espionage Directed Against the Army	AR 381-12	Annually
Code of Conduct	AR 350-30	Annually
Awareness of Training	AR 525-13	As required

Table 3-2 Training to be conducted based on commander's assessment of need			
Subject	Reference(s)	Frequency	Personnel
Travel Security Advisory	AR 525-13	Before official or unofficial travel to high physical threat countries	DA travelers
Expert Infantryman Badge Testing	USAIC PAM 350-6	Annually	CMF-11 and 18 Series
Air-Load Training	TC 1-211	As needed	Unit movement officers and NCOs
Nuclear, Biological, and Chemical Officer/NCO Course	AR 350-42	As required for certification and refresher	One per Plt
Combat Lifesaver Course	DA PAM 350-59	As required	NCO/officer team, 4 personnel per platoon minimum. 2 per squad Recommended.
Field Sanitation Course	AR 40-5	As required	
Expert Field Medical Badge Testing	DA PAM 40-20	Annually	CMF-91 candidate for Expert Field Medical Badge testing
Motor Vehicle Driving Testing	AR 600-55	As required	All drivers
Arctic Skills	This regulation, chapter 6	Annually	See chapter 6
Range/Safety Certification	USARAK Regulation 350-2	Annually	MTO&E soldiers in grades of E6(P) and above, and Company Grade Officers not in Command.
Night Vision Goggles	Appropriate aircrew training manuals	As required	Aircrews
High-Altitude Rescue Training	Appropriate aircrew training manuals	As required	Aircrews
Altitude Chamber Training	Appropriate aircrew training manuals	As required	CH-47 aircrews
Demolitions Certification	STP 5-12B1-SM	Within 90 days of assignment	Combat engineers
Live-Mine Training	STP 5-12B1-SM	4 months-combat light/ 12 months-combat heavy	Combat engineers
Bangalore Torpedo Training	STP 5-12B1-SM	6 months-combat light/ 12 months-combat heavy	Combat engineers
Survival, Evasion, Resistance, and Escape (SERE)	AR 350-30	As required	All

Table 3-2 Training to be conducted based on commander's assessment of need (cont'd)			
Subject	Reference(s)	Frequency	Personnel
Command Information Media Relations Program	AR 360-1	As required	All
Prevention of Motor Vehicle Accidents	AR 385-55	As required	All
Officer Professional Development	AR 350-1	Quarterly	All officers
NCO Professional Development	AR 350-17	Quarterly	All NCOs
After Action Review	TC 25-20	As required	All
Counter Terrorism	AR 525-13	Semiannually	All
Geneva-Hague Conventions	AR 350-1	As required	All
Alcohol and Drug Abuse	AR 600-85	As required	All
Benefits of an Honorable Discharge	AR 350-21	As required	All
Civil Disturbance Control	FM 19-15, Chap 6	As required per unit mission (Homeland Security and Quick Reaction Forces)	All
Heat, Cold, and Hearing Injury Prevention	AR 40-5	As required	All
Deck-Landing Qualification and Aircrew Safety	Appropriate aircrew training manuals	As required/available	Designated aircrews
Dunker/Water Survival and Aircrew Safety	Appropriate aircrew training manuals	As required	Aircrews
Hazardous Cargo Certification Dash-2	Appropriate FMs	As required	1 per company

3-4. Specialized individual programs

a. Expert Infantryman Badge/Expert Field Medical Badge Training. As a minimum, units will provide eligible personnel the opportunity to qualify for the Expert Infantryman's Badge or Expert Field Medical Badge on an annual basis. Units conducting the Expert Infantryman's Badge test will submit an after action report to the G3 training division within 7 working days after the test is completed. Expert Field Medical Badge test results will also be reported to the G3 training division (384-1153) within 7 days of test completion.

b. Combat Lifesaver correspondence course.

(1) The Combat Lifesaver correspondence course (group study) may be taught by a senior medical person designated by the commander. The course includes graded hands-on, performance-oriented tasks. Enrollment specifics are in DA Pamphlet 350-4.

(2) A medical-aid person will not always be immediately available to respond to a casualty on the dispersed air-land battlefield. To increase soldier survivability, each combat-arms company should have nonmedical soldiers who are graduates of the Combat Lifesaver correspondence course. The minimum number of Combat Lifesaver-trained soldiers is one per infantry squad or an equivalent ratio of 1:9.

3-5. Low-density military occupational specialty training

Units will develop training programs to maintain low-density technical MOS skills. Units should consolidate training at battalion level or higher whenever possible to enhance the effectiveness of the training.

3-6. Law of war training

Law of war training is mandated by the Geneva Conventions of 1949 and by Department of Defense, Joint Chiefs of Staff, and Army directives.

a. Soldiers are considered proficient in the law of war if they can perform task 181-906-1505, Conduct Combat Operations According to the Law of War, to the standards listed in STP 21-1-SMCT.

b. Commanders will determine the type and frequency of training necessary to maintain their soldiers' proficiency in the law of war. At a minimum, commanders will ensure that their soldiers receive formal law of war instruction annually and before each operational deployment.

c. Formal law of war instruction will be provided by a judge advocate or civilian attorney detailed by the staff judge advocate. Commanders will submit requests for formal law of war instruction to the staff judge advocate.

3-7. Commissioned officer development

a. DA Pamphlet 600-3, and AR 350-1 provide a blueprint for officer development from pre-commissioning through the grade of captain. It identifies and establishes educational requirements. It is the basis in USARAK to provide battalion commanders with a standardized basis to formulate their officer professional development.

b. It includes these two distinct components:

(1) Military task component.

(a) Common tasks. Common tasks are trained in the officer basic course and in the units. Tasks trained in units are generally those that build or sustain proficiency.

(b) Branch tasks. Branch tasks focus on tactical and technical skills.

(2) Professional military education component. The professional military education includes professional reading, counseling, and education.

c. Branch-specific manuals are published by the lieutenant's career branch and are available for use.

d. All lieutenants are issued a common-tasks manual and branch-specific manual at the officers' basic course. Units must request any additional manuals through their publications account.

e. Commanders have the responsibility to ensure an atmosphere exists for junior officers to refine their skills and grow in their profession.

3-8. Professional development program

a. The development of junior leaders, with the support of the NCO Academy and active chain of command participation, is a major command concern. Tactical exercises without troops, battle simulations, and hands-on classes that allow leaders to train and lead on a daily basis are elements of the program. A series of USARAK schools and MOS-improvement courses are available in support of this initiative.

b. Each unit will establish a written, leader-development program. It is intended that these programs be implemented at the battalion/separate company level. There is no specified format, but as a minimum, unit programs will—

- (1) Fix responsibility.
- (2) Assess a leader's background.
- (3) Educate and train leaders.
- (4) Evaluate the results.
- (5) Provide recognition and feedback.

c. Highly encourage leaders and their soldiers compete for the “Soldier of the Month, NCO of the Month, Quarter, Post,” etc. Grooming and developing our young leaders and soldiers for advanced or recommended promotion is part of our everyday jobs.

3-9. Self-development programs

To further develop soldiers personally and professionally, a leader should counsel them on the following self-development programs:

a. The Army Correspondence Course Program is designed to help the soldiers and their leaders to sustain and even improve their knowledge of MOS-specific skills at a self-taught pace.

b. NCO Education System and Army Schools, i.e., chapter 13, United States Army Alaska School Program.

c. College courses and self-study programs

d. College Level Examinations (CLEP and DANTES examination testing programs) is available through the education office.

e. E-Army U. This is a DA level program that allows enrollment in a variety of on-line courses for college credit. Consult the Installation education center to determine eligibility and course requirements.

Chapter 4 Physical Fitness Training

4-1. Purpose

The purpose of a great physical fitness program is to develop and maintain arctic light fighters who are extremely fit and prepared for the high physical demands of combat. In addition the program should enhance esprit de corps, maintain proper standards of good health and appearance, and be challenging down to for the individual soldier.

4-2. Chapter information sources

The publications listed below are key publications to be used in conjunction with this chapter.

- a. USARPAC 350-41.
- b. AR 600-9.
- c. AR 600-8-2.
- d. FM 21-20.
- e. FM 27-1.
- f. Commanding General's Policy Letters O-14 and O-18.

4-3. Physical fitness training responsibilities

Installation commanders will publish traffic control plans at Forts Richardson and Wainwright. These plans will outline authorized running routes and post-specific physical training policies. Running routes are determined by Installation Garrison Staffs.

- a. The G3 will—
 - (1) Monitor compliance with this regulation.
 - (2) Monitor running routes and traffic control plans used within USARAK.
- b. The Directorate of Public Works director will—
 - (1) Keep all running routes plowed and sanded as priority one routes. This is per the standards of the priority work statement.
 - (2) Ensure the streetlights on the Davis Highway (FRA) are working and timed to turn on by 0600 and turn off by 0730 (winter months only).
- c. The Director of Community Activities director will coordinate the scheduling of the field houses at Forts Richardson and Wainwright.
- d. The provost marshal will establish and monitor traffic control points as required by post traffic control plans.

e. Unit commanders will—

- (1) Establish unit PFT programs.
- (2) Establish unit corrective and additional PFT programs.
- (3) Emplace and recover barricades as required by post, traffic-control policies.
- (4) Ensure units observe the PFT guidelines contained in this regulation.

4-4. Physical fitness training objectives

- a. Develop and maintain physically fit soldiers who are prepared for the demands of combat.
- b. Establish a meaningful, challenging, and interesting PFT program for soldiers.
- c. Have every unit's leadership present and leading by example at PFT activities.
- d. Enhance self discipline, unit discipline, morale, bonding, and cohesion.

4-5. Army physical fitness goals

- a. The USARAK Army physical fitness test goal is for each soldier to achieve a score of 240 or higher.
- b. The USARAK in-formation running goal is 4 miles in 36 minutes.

4-6. Unit physical fitness training

The commanding generals' intent: unit PFT is a military formation that seeks to accomplish the objectives listed above. PFT will be accomplished during each duty day. PFT, focus will center on unit running, road marching, snowshoeing, or cross-country skiing (in season) in formation. Units will train in physical training formation with guides present. Each soldier is not only a part of their own unit but also belongs to a larger formation of equally proud soldiers sharing a common challenge during PFT. Put another way, this is a USARAK formation, and all Soldiers will be present. There is flexibility in warm up and cool down and leaders may choose between running, cross-country skiing, snowshoeing, or road marching in formation. Units may use field houses for warm up and cool down. Company-sized units can use up to three ability groups. Commanders may use Thursday in any way they desire with regard to PFT, so long as PFT does not interfere with designated Sergeants Time Training. Squad-led physical training, gym work, strength focus, anaerobic, or individual programs are all options. Aerobic exercises in the field house are limited to once weekly (basketball, racquetball, etc.). Safety and uniform requirements remain in effect. Use the details listed below to help understand the peripheral issues, but focus on the intent. Lastly, cold weather is not an excuse not to conduct PFT outdoors. Use the guidance outlined in USARAK Pam 600-2 for PFT uniform decisions.

a. In garrison, units will conduct PFT each duty day in a manner that challenges soldiers with a variety of strenuous aerobic/cardiovascular training and strengthening exercises. Running, road marches, or ski/snowshoe marches will form the foundation of aerobic/cardiovascular training programs.

(1) The distance of unit runs is a commander's decision. Commanders will maintain focus on sustaining the USARAK goal of running 4 miles in 36 minutes for all units. Ability groups may be used to ensure all personnel are challenged during running; however, there will be no more than three ability groups per company-sized unit.

(2) Commanders will request exceptions to the guidance outlined in this paragraph through the G3 training division.

USARAK Regulation 350-1

b. Everyone will participate in PFT. Unit commanders will establish a program to ensure that shift personnel conduct organized PFT outside of the standard time. This PFT program will develop the soldiers as the standard program does, however, if the shift PFT takes place outside of the normal PFT hours, the PFT session is not constrained to ability-group size, etc. Unit commanders will take actions to ensure the safety of the shift PFT group. Soldiers are not authorized to run alone during scheduled PFT hours except officers in the grade of lieutenant colonel (O5) or above, and Sergeants Major (E9). Ability groups will also maintain a group formation.

c. As part of the morning PFT formation, accountability will be taken and soldiers will be inspected to ensure they are well groomed and in the proper uniform.

d. Units will conduct PFT with all personnel in the same uniform. All soldiers will wear the physical fitness uniform or a designated uniform as indicated in USARAK Pam 600-2. Reflective belts will be worn during unit PFT. The only authorized footwear is running shoes (basketball shoes or high-tops will not be worn as a substitute for running shoes.).

e. Commanders have the discretion, based on weather, to have soldiers wear the entire Army Physical Fitness Uniform. Warm underwear may be worn as necessary. Gloves, mittens, and balaclavas will be added to the uniform at the commander's discretion. Soldiers will stay in the proper uniform during the run. Soldiers will not remove sweat tops or bottoms or other articles during a run. Uniformity will be maintained in formation.

f. Unit's guides will be present at PFT. During ability-group runs, the guidon will be carried at the front of one of the groups. The guidon will remain in the front of the formation at all times.

g. Units will establish procedures to manage soldiers with profiles to ensure their participation in the unit's fitness program within the constraints of their profile. Profiles will be verified at every PFT formation.

h. Profile PFT will be supervised and conducted in an area separate from normal running routes. A track, parade field, or gymnasium is an appropriate location where soldiers with profiles can exercise within the limits of their profile. Adequate precautions will be taken during winter months.

i. Units will run only on designated running routes. Each post commander has been asked to provide information concerning current Post running routes to USARAK G3 Training. USARAK G3 Training will ensure such routes are posted on the USARAK web site.

j. On unprotected routes, as a minimum, two road guards, equipped with reflective vests (at all times) and flashlights (required during darkness), will run as part of the PFT formation and will assist as necessary to direct traffic.

k. Units will designate a straggler-control NCO equipped with a reflective vest (at all times) and flashlight (required during darkness). Personnel who fall out of a run (stragglers) will run in place on the side of the road until picked up by the straggler-control NCO. The straggler-control NCO will collect stragglers into a single file formation on the far right side of the running route and ensure they complete the run as a group.

l. Units will brief soldiers to move to the side of the road if ill, injured, or to tie shoelaces. (Do not allow soldiers to stop in the road for any reason.)

m. Degrading, vulgar, or obscene cadence will not be used.

n. Units may use the gym during normal PFT hours on Tuesdays and Thursdays. Coordinate use if over a squad sized element.

USARAK Regulation 350-1

o. PFT will normally be conducted outdoors. Unit commanders need to use common sense and take appropriate caution to ensure the safety of their soldiers during morning PFT, such as varied duration and the amount of clothing worn. During very cold weather, portions of the PFT can be conducted indoors (such as warm-up stretching, cool down, and strengthening) with the running portion conducted outdoors.

p. Decisions to amend or cancel PFT due to hazardous conditions (extreme ice, heavy fog etc.) will be made by the first O5 in the chain of command.

q. All battalions and separate companies will conduct unit cohesion runs at least monthly. Runs should be a minimum of 4 miles and will be used to validate the training goals indicated in paragraph a(1) above. Brigade-level PFT sessions may be substituted for the monthly unit cohesion run at the MSC commander's option. Runs may be coordinated with the appropriate post headquarters to resolve route conflicts. Commanders will use the monthly cohesion run to validate USARAK running goals.

r. Master fitness trainers are soldiers who have completed the physical fitness resident course or a master fitness mobile training team. These soldiers have received intensive training in the scientific elements of physical fitness and will be used by commanders as special staff assistants to design and maintain unit PFT programs.

s. United States Military Academy graduates from Year Group 1990 on are qualified and may be utilized as master fitness trainers. They received the course of instruction during their precommissioning training. The USARAK goal is for units to have at least one master fitness trainer available at the battalion level to assist in developing and refining PFT programs.

4-7. Policies and procedures

a. The physical fitness evaluation standard for USARAK is the Army Physical Fitness Test. The Army Physical Fitness Test will be administered semiannually per FM 21-20. Push-ups and sit-ups may be conducted indoors during cold weather. The running portion of the Army Physical Fitness Test will always be done outdoors. Units should attempt to schedule Army Physical Fitness Testing during fair weather. Months such as October and April minimize the risk of icy conditions and preclude wearing extra clothing.

b. The Army Physical Fitness Test should not form the foundation of unit PFT programs. The Army Physical Fitness Test is a measure of fitness at a particular time and reflects the effectiveness of many aspects of a sustained PFT program.

c. During winter, MSCs (brigades, tenant units, and separate commands) will contact the Command Operations Center at Fort Richardson or the Emergency Operations Center at Fort Wainwright before 0600 daily to confirm the temperature before beginning physical training.

d. Variations of 10 to 20 degrees are possible, depending on the location. Individuals may wear additional clothing, such as long underwear, or upgrade to a warmer glove/mitten, as necessary to avoid cold-weather injuries.

e. USARAK Pam 600-2 outlines uniform standards during the conduct of physical training during extreme conditions. Deviations may only be authorized by battalion commanders or above.

f. Prevention of cold-weather injuries is a leader and individual soldier responsibility. Consult USARAK Pamphlet 385-4 before execution of physical training in extreme temperatures.

4-8. Special physical fitness training programs

a. There are two types of special PFT programs: 1) additional and 2) corrective. Care must be exercised to apply additional or corrective PFT only when there is a reasonable relationship to the soldier's

weakness. Unit commanders will establish policies for placing soldiers in a corrective or additional PFT program.

(1) Additional PFT is for soldiers who cannot achieve a unit-fitness goal. Additional PFT must be scheduled during the normal duty day.

(2) Corrective PFT training is for soldiers who cannot achieve Army fitness standards. Corrective PFT must be scheduled during normal duty hours and conducted under proper supervision. It will not be punitive or oppressive in nature.

b. Commanders may conduct PFT programs that enhance the soldier's ability to perform unit combat missions and may establish unit goals that exceed Army minimums. Commanders should use master fitness trainers in developing special PFT programs.

c. Weight control is an integral part of physical fitness. If no medical condition exists, initiation of separation proceedings is required for soldiers who do not make satisfactory progress in the program after 6 months, unless the responsible commander chooses to impose a bar to reenlistment. Also, initiation of separation proceedings is required for soldiers who fail to maintain body-composition standards during the 12-month period following removal from the program, provided no medical condition exists.

4-9. Foot marches

a. Foot Marches provide an excellent means of teaching tactical movement, while also instilling physical and mental toughness. Foot Marches may be used to emphasize TTP's associated with the tactical movement of soldiers, or may be used specifically as a conditioning activity. Effective immediately, the following Foot March Standards are in affect for all USARAK units.

(1) Formation: Soldiers will disperse in no more than one column on both sides of the road, emphasizing a 3-5 meter dispersion. All soldiers on a foot march (to include the leaders) will be completely off of the roadway, on the outer side of the fog line. Small formations (squad/section) at the discretion of the Commander may march on the right side of the road in a single column, but will maintain 3-5 meter dispersion.

(2) Uniform: The uniform for marching is normal summer or winter uniform as appropriate, plus LCE, Rucksack (TDA units excepted), reflective band, Kevlar, and individual weapon. Road Guards will wear reflective vests, and carry flashlights during periods of limited visibility. The total weight of uniform and equipment carried by soldiers who have been issued rucksacks will be a minimum of 20 lbs, but not more than 40 lbs. TDA activities that were not issued rucksacks will march with all equipment, but are exempted from the weight requirement.

(3) Unit start strength: Unit start strength for each event equals the unit assigned strength minus any authorized deductions.

EXAMPLE: 110 Soldiers assigned

10 Authorized deductions

100 start strength

X.9 90% of start strength

90 number soldiers who must qualify at each event

(4) Authorized deductions: The following personnel are exempt from the road march requirement, however deductions will not exceed 20% of the units assigned strength.

- (a) Personnel on TDY status
- (b) Soldiers assigned to USARAK <30 days
- (c) Soldiers attending military schools
- (d) Soldiers detached from unit on orders

(5) Standards:

- (a) Infantry Units will complete a 20 km (12.5mi) foot march in 4 hours or less semi-annually.
- (b) Non-Infantry units will complete a 10 km (6.25mi) foot march in 2 hours (or less) semi-annually.

4-10. Cross-Country Skiing and Snowshoeing

a. Cross-country skiing and snowshoeing can be conducted as an alternate unit PFT event during the winter season months. When outdoors running is prohibited due to temperatures (including wind-chill) below -25 degrees Fahrenheit, cross-country skiing and snowshoeing may still be conducted as aerobic/cardiovascular PFT exercise.

b. Cross-country skiing and snowshoeing is a means to keep soldiers outside in a cold weather environment in order to give them experience that can not be replicated/validated with an indoors environment. Units which are expected to possess a high degree of arctic skills proficiency are encouraged to conduct ski or snowshoe PFT when weather conditions permit.

(1) The objective of cross-country skiing and snowshoeing as a PFT event is to provide aerobic/cardiovascular exercise while improving the soldier's proficiency in arctic skills.

(2) Downhill skiing and learning how to cross-country ski or snowshoe should be accomplished as a scheduled unit training event; not as part of the PFT program. The Northern Warfare Training Center (NWTC) is the proponent for all Arctic training within USARAK. Refer to Chapter 6 of this regulation, and the NWTC website <http://www.wainwright.army.mil/nwtc/> for further information on teaching soldiers how to ski and snowshoe.

c. Cross-country ski and snowshoe PFT event planning.

(1) The unit commander will designate the course used. Courses will be laid-out close enough to maintained roads to facilitate rapid evacuation of soldiers who become unable to complete the course due to equipment failure or injury.

(2) Company-sized units can use up to three ability groups. The route(s) selected for the entire unit or each ability group should take into account the proficiency of the soldiers. The greater the unit's proficiency, the more challenging the course may be.

(3) There is no time limit to finish cross-country skiing or snowshoe PFT.

(4) If the planned route is along unprotected routes or will cross roads, road guards will be employed as described in paragraph 4-6.j. No course will use or cross a road that is designated as a no-running route during the time period when the PFT will take place.

(5) Units will designate a straggler-control NCO. The straggler-control NCO will—

- (a) Perform the same general duties as described in paragraph 4-6.k.
- (b) Be Cold Weather Leader Course (CWLC) trained.
- (c) Have radio communication available.

(6) The course will include at least one checkpoint per mile of course. Unit commanders may increase the number of checkpoints depending on weather conditions and unit/ability group cross-country skiing/snowshoe proficiency. At checkpoints leaders will conduct safety checks and allow personnel to make adjustments to their equipment as needed.

(a) Leaders conducting the safety checks must be CWLC trained.

(b) Radio communications will be available at each checkpoint, either carried by the unit or pre-positioned at the checkpoint.

(7) One or more heated, radio equipped evacuation vehicle(s) will be positioned along the course. An appropriately equipped Medic in addition to the driver will man the vehicle. The evacuation vehicle must be capable of being brought close to any point along the course to facilitate treatment or evacuation of injured soldier(s).

d. Uniform for cross-country ski and snowshoe PFT will be winter field. Each soldier will carry a survival ruck. The survival ruck will include, at the minimum, the soldier's sleeping bag, sleeping mat, spare socks and mitten inserts.

e. Unit commanders will carefully plan a cross-country ski or snowshoe PFT event. The use of skis or snowshoes in difficult terrain under limited visibility and cold weather conditions add to the stress of aerobic/cardiovascular conditioning exercise; increases the risk of injury. The increased risk can be mitigated by sound risk management planning as prescribed in Appendix F, Risk Management. The NWTC provides support for risk management planning for cold weather operations (see Chapter 6, Arctic Skills Training).

Chapter 5 Marksmanship Training

5-1. General

- a. A good marksmanship program is essential to unit combat readiness and unit morale.
- b. The heart of the marksmanship program is found in the unit's preliminary marksmanship training. This instruction focuses on shooting fundamentals. It also identifies and corrects problem firers before arriving on the range.

5-2. Chapter information sources

- a. FM 23-10.
- b. FM 23-27.
- c. FM 23-35.
- d. DA Pamphlet 350-38.

5-3. Weapons qualification applicability

All personnel assigned to USARAK will qualify at least annually with their assigned weapon. The personnel listed below are authorized, but not required, to complete qualification:

- a. General officers.
- b. Chaplains.
- c. Individuals classified 1-A-O (conscientious objectors).
- d. Personnel who have a permanent profile specifically prohibiting weapons firing.

5-4. Training goals

- a. Qualifying expert is the goal.
- b. All soldiers will be knowledgeable of their weapon's capabilities, limitations, and maintenance requirements.
- c. All soldiers should be comfortable firing their weapons and confident that they can hit the target with the first round.

5-5. Marksmanship training responsibilities

Commanders will—

- a. Plan and execute the marksmanship training program in their units.
- b. Ensure each zeroes his/her individual weapon as soon as practical upon arriving at the unit.

c. Record and affix zeroes to the weapon per the unit standing operating procedure. Soldiers will re-zero upon assignment of a different individual weapon upon return of the weapon from direct support maintenance.

d. Ensure all personnel qualify with their assigned weapon.

e. Ensure units conduct detailed annual and monthly ammunition planning and forecasting so as to ensure full expenditure of allocated ammunition by the end of each FY. Army Regulation 710-2-1 provides ammunition forecasting procedures.

5-6. Marksmanship training requirements

a. Preliminary marksmanship instruction will be conducted before all other marksmanship training. Each event in preliminary marksmanship training must have an associated task, condition, and standard. The first line supervisor, or a subject-matter expert, will train his/her soldiers at preliminary marksmanship training.

b. Proficiency requirements are that every soldier must be qualified on his/her assigned weapon. Personnel who fail to qualify initially should be retrained and re-fired before the range is closed. Concurrent training at the range will be planned, relate to firing, and be hands-on oriented. Target box, immediate action, range estimation, target identification are all excellent subjects. Commanders may substitute other necessary concurrent training if they feel it is justified. Common task training and other "hip-pocket" training will not be conducted as concurrent training.

c. The training and qualification of machine-gun crews will be per the guidance below.

(1) Choose the best soldiers as gunners and assistant gunners and lock them into their positions for a minimum of 12 months.

(2) Before any range firing, the unit direct-support-maintenance team will inspect all machine guns.

(3) Each crew will conduct preliminary marksmanship training before live-fire qualification.

(4) Units should make provisions to provide armorers on site to allow quick repair of unserviceable weapons whenever possible.

5-7. Records

A record qualification scorecard will be maintained in unit files for each soldier assigned a weapon.

a. Soldiers assigned from other installations without training records will require weapons qualification as soon as possible.

b. Soldiers transferring from one unit to another within USARAK will hand carry their record qualification scorecard to the gaining unit.

c. Nuclear, biological, and chemical (NBC) and night fire results will be annotated in the remarks portion of the record qualification scorecard.

5-8. Weapons qualification standards

The appropriate FM for each weapon/weapon system establishes the weapons qualification standard used by USARAK. DA Pamphlet 350-38 lists categories and frequency for weapon systems qualification. Guidelines for suggested training programs and ammunition requirements for the attainment and sustainment of weapons proficiency outlined by DA Pamphlet 350-38 will be followed, based on the unit commander's training assessment and the availability of ammunition.

Chapter 6
Arctic Skills Training

6-1. Preparedness

USARAK soldiers must possess the necessary skills to conduct combat operations in the extreme cold of an arctic environment. All leaders in USARAK have the inherent responsibility to prepare themselves and their soldiers, both mentally and physically, to operate in an arctic environment. Routine tasks will only remain routine under arctic conditions if the proper preparation and training are conducted before execution. As leaders prepare to conduct arctic skills training, it is imperative that the training focus be the conduct of hands-on, performance-oriented skills to standard.

6-2. Responsibilities

Northern Warfare Training Center (NWTC). NWTC is the proponent for all Arctic training within USARAK. In carrying out their responsibilities NWTC will ensure that.

a. USARAK cold weather training programs are developed, approved, and maintained. This requires NWTC to update as necessary cold weather training methods, to ensure that new equipment and improvements in training techniques are made available to USARAK units.

b. NWTC will post training plans on the NWTC web site at <http://www.wainwright.army.mil/nwtc/>. This site provides ready access for units to the most current, USARAK approved cold weather training materials and programs.

USARAK G3. G3 is responsible for reviewing and approving all cold weather POI's prior to publishing. NWTC will coordinate all changes to existing programs thru the G3 before posting to the NWTC web site.

Subordinate USARAK units. All subordinate USARAK units will comply with cold weather training programs as are posted on the NWTC web site. Units must use G3 approved POI's as posted on the NWTC web site, and will not modify or amend training programs without the written approval of USARAK G3.

Chapter 7 Nuclear, Biological and Chemical Training

7-1. Purpose

This chapter's purpose is to prescribe responsibilities and procedures for planning, conducting, supporting, and evaluating NBC defense, smoke, and flame training.

7-2. Chapter information sources

The sources that are listed below are a great source of information when planning or conducting NBC training.

- a. Soldiers Manual of Common Tasks.
- b. 172d SBCT Garrison NBC standing operating procedure (1 Nov 01).
- c. FM 3-3 through FM 3-7.
- d. FM 3-9.
- e. FM 3-11.
- f. FM 3-11.34.
- g. FM 3-14.
- h. FM 3-19.
- i. FM 3-50.
- j. FM 3-101.
- k. FM 3-101-1.
- l. FM 3-101-4.
- m. FM 3-101-6.
- n. FM 4-02.283.
- o. FM 100-30.

7-3. Nuclear, biological, and chemical training goal

USARAK units will ensure that NBC defense training receives a high priority in their training plans. NBC training will not be considered a separate or special training event. NBC will be treated as a condition of the battlefield, such as the weather. It should be integrated with existing training events such as an FTX. USARAK forces must be capable of operating in all conditions of the battlefield, including NBC.

7-4. Responsibilities

- a. Commanders will—

USARAK Regulation 350-1

(1) Provide training guidance and establish priorities consistent with mission analysis. Identify those mission essential tasks that could be performed under conditions produced by NBC weapons and indicate essential NBC defense, smoke, and flame supplemental tasks needed to ensure mission accomplishment.

(2) Forecast and requisition NBC training ammunition and supplies required to support training objectives.

(3) Support USARAK level NBC training programs (NBC control party training, NBC warning and reporting exercises, low-density MOS training, and flame field expedients ranges).

(4) Ensure that brigade/battalion chemical personnel are not primarily performing duties that are unrelated to their duty positions, i.e. headquarters company NBC NCO, assigned to perform activities not authorized by current MTOE/table of distribution and allowances. Commanders may support unofficial NBC requirements with additional duty personnel as needed. This will allow company's to maintain NBC control party capability and maintain battalion/brigade level NBC capabilities at all times.

(5) Identify tasks that soldiers are likely to perform to survive, fight, and lead on a NBC battlefield as prescribed in the Soldier Manual of Common Tasks (SMCT) and Standard Training Plan.

(6) These common soldier tasks include the basic-level tasks that will ensure our soldiers can react to and survive an NBC attack without waiting for orders from their leaders. These skills must be instinctive in nature and each soldier (from private to general officer) must be thoroughly proficient in these tasks.

(7) Soldiers must be proficient in the implementation of arctic mission oriented protective posture (MOPP) levels. Special emphasis will be given to tasks, tactics, and maintenance in arctic climate.

b. The USARAK chemical officer will—

(1) Exercise special staff supervision over USARAK NBC defense, flame and smoke training.

(2) Assist units in planning and conducting NBC training.

(3) Supervise the USARAK NBC school at Fort Wainwright.

(4) Supervise the conduct of low-density MOS training for CMF 54.

(5) Conduct quarterly control party training and assist in the annual, field flame expedient ranges.

(6) Forecast and requisition NBC training ammunition and supplies required to support the NBC school and USARAK level NBC training events.

7-5. Nuclear, biological, and chemical individual training

a. Units will conduct an annual NBC proficiency course. The tasks for the proficiency test will be published as a portion of the annual training guidance or an addendum to it.

b. All soldiers will conduct MOPP level 4 firing during qualification with assigned individual and crew served weapons. Experience has shown that the marksmanship degradation caused by MOPP level 4 can be greatly overcome with training in MOPP level 4.

c. Units will conduct a mask confidence exercise annually. Units will schedule and operate the CS chamber (north or south of the Alaska Range), use the M41 Protective Assessment Test System, or use banana oil.

d. Nonchemical personnel serving as an NBC defense officer or NCO must successfully complete the 80-hour course in NBC defense at the NBC school or an equivalent course within the last 3 years.

e. Skill level 1 and 2 chemical personnel serving as NBC defense NCOs are required to successfully complete the 80-hour course in NBC defense or an equivalent course.

7-6. Nuclear, biological, and chemical crew training

Each crew and operator will be able to operate their weapon system/vehicle under NBC conditions including immediate decontamination of their weapon system/vehicle and preparation for decontamination at a thorough decontamination site.

7-7. Nuclear, biological, and chemical collective training

a. USARAK units will implement training programs with the goal of 6 continuous hours performing METL tasks in MOPP level 4 in a tactical environment. Unit commanders must implement a program to gradually build up to 6 hours to acclimatize soldiers to the rigors of MOPP level 4.

b. Collective NBC training can include MOPP gear exchange, detailed troop/equipment decontamination, NBC warning and reporting procedures, NBC control party exercises, NBC equipment training (alarms, radiac meters, etc.) and staff exercises.

7-8. Nuclear, biological, and chemical defense equipment

NBC defense equipment will be assigned to the using squad/section as indicated in the appropriate MTOE. It will be the responsibility of the using squad or section leader/NCO to train the users and supervise the maintenance of the item. The unit NBC NCO will train the trainer. The unit NBC NCO will conduct only organizational-level maintenance and will not be required to conduct operator-level maintenance. Train the way you fight.

7-9. Nuclear, biological, and chemical control party training

The NBC control party of each company will train on a monthly basis. The designated personnel need to be available to perform their duties in a tactical situation. This is an extremely important task that will save lives and keep units combat capable in an NBC environment. The NBC school will conduct control party courses each quarter with slots distributed to units.

7-10. Evaluations

a. Individual evaluations. Soldiers will be evaluated on the proficiency of NBC tasks from the STP 21-1-SMCT annually, at a minimum. This evaluation should be conducted in a tactical setting/environment. Units will refrain from practicing the "round robin" style proficiency course testing and integrate the annual evaluation in a tactical FTX situation with emphasis on NBC tasks, performed during operations under NBC conditions.

b. Unit evaluations. Units responsible for conducting ARTEP external evaluations will ensure each ARTEP NBC task stated is fully evaluated. This requires a certain level of NBC play to be implemented into the tactical scenario. NBC play should be integrated throughout the tactical scenario. A one-time obligatory chemical attack at the end of the exercise will not often provide for a good evaluation of NBC tasks.

c. Nuclear, biological, and chemical defense capability. Semiannually, units will evaluate the proficiency of battalion-/company-level chemical staff. Units will also evaluate company level decontamination personnel, chemical alarm operators, radiac meter operators, dosimeter operators, and chemical detection kit operators.

7-11. Smoke operations

The National Training Center and the Joint Readiness Training Center have demonstrated that smoke operations, properly planned and executed, can be a powerful combat multiplier. The chemical officer and NBC NCO will become the subject matter experts for all smoke operations. Smoke operations should be integrated in both offensive and defensive operations. In addition to smoke grenades and pots, artillery delivered smoke can be used.

7-12. Flame field expedients

Flame field expedients can provide unit commanders a valuable combat multiplier in both offensive and defensive operations. They can augment minefields and final protective fires or requirements for mass casualty effects. Flame field expedients have a great psychological effect on the enemy if used properly. Brigade- or battalion-size units are encouraged to conduct flame field expedients demonstration ranges at least annually.

Chapter 8 Intelligence Training

8-1. Intelligence training goal

The goal of intelligence training is to provide USARAK units with Soldiers who are tactically and technically proficient in their specific intelligence specialty.

8-2. References

The publications listed below are key publications to be used in conjunction with this chapter.

- a. AR 381-10 Intelligence Activities
- b. AR 381-12 SAEDA.
- c. FM 34-1 Intelligence Electronic Warfare Operations
- d. FM 34-2 Collection Management and Synchronization
- e. FM 34-3 Intelligence Analysis
- f. FM 34-8-2 Intelligence Officers Handbook
- g. FM 34-60 Counterintelligence
- h. FM 34-130 Intelligence Preparation of the Battlefield
- i. FM 34-80-2 Stryker Brigade Combat Team Intelligence Operations (Draft)
- j. ARTEP 34-113-11-MTP Military Intelligence Collective Training Standards Document Volume I
- k. ARTEP 34-113-12-MTP Military Intelligence Collective Training Standards Document Volume II

8-3. Intelligence training responsibilities

- a. USARAK G2 - Senior Intelligence Officer
 - (1) Exercise staff supervision over intelligence training in USARAK.
 - (2) Advise and assist S2's in planning and executing intelligence training.
 - (3) Provide intelligence related training to units when requested.
 - (4) Designate an Intelligence Oversight Officer to oversee intelligence training on intelligence activities IAW AR 381-10.
 - (5) Oversee and coordinate fiscal resources of the Readiness Training (REDTRAIN) program and Command Language Program.
- b. Commanders
 - (1) Provide the necessary resources to support intelligence training.

- (2) Provide training guidance and establish priorities consistent with their mission.
- (3) Ensure intelligence activities are incorporated into unit training activities and field exercises.

c. The unit intelligence officer - S2

- (1) Serve as the primary advisor in determining intelligence training requirements and priorities.
- (2) Develop unit intelligence mission statement, and intelligence collective tasks.
- (3) Coordinate the integration of intelligence training into unit training.
- (4) Coordinate the REDTRAIN and Command Language Program for the unit.

8-4. Intelligence training requirements

a. The ARTEP/MTP will define the nature of unit intelligence tasks. However, all units should focus their intelligence training on those tasks that support their specific unit METL.

b. Units are required to conduct annual training in Subversion and Espionage Directed Against the Army (SAEDA) IAW AR 381-12.

c. Intelligence units and activities are required to conduct annual training in intelligence activities IAW AR 381-10.

8-5 Staff training

The unit S2 should schedule both formal training and on-the-job-training for members of intelligence staff section. Training should focus (as a minimum) on the areas identified below:

- a. Tactics, techniques, capabilities and methods of international terrorist organizations that target U.S. interests.
- b. Intelligence preparation of the Battlefield (IPB).
- c. Collection Management and Dissemination (CM&D).
- d. Intelligence analysis.
- e. Intelligence support to targeting operations.
- f. Counterintelligence roles, functions, and support.
- g. Conduct of intelligence activities.
- g. Threat posed by Asymmetric Warfare

Chapter 9 United States Army Alaska School Program

9-1. General

The USARAK school program is a consolidation of USARAK schools (see para 9-5). It also includes special schools (out-of-state) (see para 9-6).

9-2. Chapter information sources

The publications listed below are key publications to be used in conjunction with this chapter.

- a. AR 614-110.
- b. AR 614-200.
- c. DA Pamphlet 351-4.
- d. DA Pamphlet 600-8-11.
- e. USARAK Circular 351-1.

9-3. Program objectives

The USARAK school program objective is to—

- a. Prepare soldiers for advanced and professional training at DA level schools.
- b. Offer military education for job promotion and individual advancement.
- c. Provide training opportunities that meet the needs of the soldier and the unit.

9-4. Program responsibilities

- a. The G3—

(1) Identifies and prioritizes school requirements. Use table 9-1 as a guide to determine unit requirements for school quotas.

(2) Manages all quota allocations for USARAK units.

(3) Publishes school suspense rosters and changes in training guidance, as a separate memorandum, if required.

(4) Manages, coordinates, and prepares students for attendance and serves as the point of contact for Foreign Service schools.

(5) Serves as the point of contact for all courses taught by the Northern Warfare Training Center.

(6) Schedules and funds mobile training teams to support unit requirements.

(7) Serves as Command Systems Manager for Army Training Resources and Requirements System.

(8) Serves as the proponent for Total Army Centralized Individual Training Solicitation Survey.

USARAK Regulation 350-1

(9) Serves as the point of contact for all school coordination, including classroom scheduling, setting, location, and time. Also serves as the central point of contact for USARAK to Headquarters, USARPAC and Headquarters, DA for all school coordination and requirements.

(10) Schedules an annual school coordination meeting for the May time frame by the first week of April. This meeting is to finalize all units' requirements for USARAK school courses and quotas.

(11) Serves as proponent to tenant units for USARAK schools. Use table 9-1 as a guide to determine unit requirements for school quotas.

(12) Ensures all school courses and quotas are allocated and disseminated to all USARAK units and are filled by the suspense dates.

(13) Screens student applications per DA Pamphlet 351-4. The G3 at Fort Richardson will maintain student applications from all three posts.

(14) Will publish and distribute USARAK Circular 351-1 by 1 May of each year.

(15) Coordinates with USARAK and special schools for additional courses and quotas identified by unit requirements, including mobile training teams. Use table 9-1 as a guide to determine unit requirements for schools quotas.

(16) Distributes quarterly Basic Noncommissioned Officer Automated Reservation System reports to units.

b. MSCs and unit S3s will—

(1) Prepare a primary and alternate attendee USARAK Form 364 (Request and Selection for Attendance to USARAK Schools) for every school quota authorized.

(2) Submit selected soldier's information for all schools per paragraph 9-17 to the G3 at either Fort Richardson or Fort Wainwright, as appropriate.

(3) Identify and report any quota that cannot be filled and the disenrollment of any soldier 7 working days before class start dates, or as soon as possible, to the G3 training division, schools branch.

(4) Coordinate transportation to different posts for soldiers within their unit be responsible for their full preparation to attend school.

(5) Maintain a record for all courses soldiers attend while assigned to the unit. Units will maintain detailed information on all soldiers attending school, including their standard name line, unit, and duty assignment, course attended, course class number and dates, and soldiers' attendance status (such as: graduated, failed, reasons for being dropped from the roll, etc.).

(6) Provide feedback to the Total Army Centralized Individual Training Solicitation surveys for requirements for special schools or DA school courses and quotas 3 years out, by the first week of April. The surveys will be provided in the month of March by the G3.

(7) Provide representatives who are knowledgeable with their training calendar, to attend the annual school coordination meeting scheduled by the G3 during the May time frame. The purpose of this meeting is to finalize all unit requirements for USARAK schools. The G3 will schedule this meeting by the first week of April each year.

(8) Identify, forecast, and request mobile training team requirements with a desired class date 18 months out to the G3. Use table 9-1 as a guide to determine unit requirements. The following are example mobile training teams available for request:

- (a) Jump master.
- (b) Rappel master.
- (c) Drop zone safety team training.
- (d) Air assault school.
- (e) Hazardous materials course.

(9) Identify and verify Combined Arms and Services Staff School status of all new officers (lieutenant to captain). Request enrollment to the G3 as necessary for officers into Phase II of Combined Arms Services Staff School.

(10) Confirm the availability of soldiers to attend reserved class dates on quarterly Basic Noncommissioned Officer Automated Reservation System report (Basic Noncommissioned Officer Automated Reservation System report). The response to the Basic Noncommissioned Officer Automated Reservation System report will be returned to the G3 training division, training branch by the suspense date to ensure timely preparation of temporary duty orders.

9-5. United States Army Alaska schools

The USARAK schools program is the principal source of formal individual military training and education for all personnel assigned or attached to USARAK. Additional information concerning any of the courses identified below can be found in the appropriate regulation cited in paragraph 9-2. See USARAK Circular 351-1 or the cited regulation or instructions identified below for the current USARAK schools listing. USARAK schools consist of the following:

a. Noncommissioned Officer Education System courses. The mission of the Noncommissioned Education System is to develop professional attributes, promote, and enhance leadership skills, self-confidence, and a sense of responsibility required of an NCO. In essence, the Noncommissioned Education System will increase the confidence of the students and inspire them to willingly assume and carry out their responsibilities as leaders and trainers. The Noncommissioned Education System consists of three courses. Each has a very important mission in preparing soldiers for duty as leaders and has its own prerequisites, program of instruction, and mission:

(1) Primary Leadership Development Course. This is a non-MOS-specific leadership course for outstanding specialists, corporals, and sergeants. The NCO Academy conducts multiple classes each fiscal year. Each class is 4 weeks long. See USARAK Circular 351-1 for soldier priority and additional information.

(2) Phase One Basic Noncommissioned Officer Course. This class is attended locally at Camp Carroll, conducted by the Reserve Training Institute or in conjunction with Phase Two in the continental United States. The decision as to which will be attended will be made by USARAK Schools and is based on what is most cost effective for USARAK. This phase is non-MOS specific and taught in an NCO Academy environment using small-group instruction. Cadre assesses the student's leadership potential and evaluates their ability to apply lessons learned and effectively lead their classmates in various leadership environments. This course is for staff sergeants and promotion eligible sergeants. Attendees must have successfully completed the Primary Leadership Development Course at least 6 months before attending this phase.

USARAK Regulation 350-1

(3) Phase One Advanced Noncommissioned Officer Course. This class is attended locally at Camp Carroll, conducted by the Reserve Training Institute or in conjunction with Phase Two in the continental United States. The decision as to which will be attended will be made by USARAK Schools and is based on what is most cost effective for USARAK. This phase is non-MOS specific and taught in an NCO Academy environment using small-group instruction. Cadre assesses the student's leadership potential and evaluates their ability to apply lessons learned and effectively lead their classmates in various leadership environments. This course is for sergeants first class and promotion eligible staff sergeants. Attendees must have successfully completed the Basic Noncommissioned Officer Course at least 1 year before attending this phase.

b. Northern Warfare Training Center. The Northern Warfare Training Center courses are taught at Forts Richardson and Wainwright and at the Black Rapids Training Site.

(1) Units are responsible for preparing and funding temporary duty orders for their soldier's to attend any of these courses. Temporary duty orders should be under field conditions.

(2) Cold-weather training in Alaska is critical. The harsh environment we live and train in can easily injure our soldiers. Our cold-weather training must develop strong leaders and soldiers who can quickly identify risks and eliminate them.

(3) Units will enforce the standard for CWI training. Basic guidelines for CWI are listed on the Northern Warfare Training Center home page. Additionally, cold-weather training is required for all units before executing field training during the winter months. Time will be allotted on training schedules to reinforce and sustain these skills.

(4) The Northern Warfare Training Center annually trains United States Military Academy, Reserve Officers' Training Corps cadets, company grade officers, field grade officers, NCOs, and enlisted personnel. See USARAK Circular 351-1 for specific details and prerequisites for the following courses:

(a) Command and Staff Orientation Course. This 3-day mobile training team course is designed to familiarize commanders and staff personnel ranked sergeant first class and above with the skills required for planning operations in an extreme cold environment. Class size is 48 students. This training is nonspecific MOS/specialty skill identifier course. Priority for course quota's goes to USARAK units.

(b) Cold Weather Leaders Course. This 12-day course is designed to train team leader through platoon-level leaders in the knowledge and skills to successfully conduct small unit operations in extreme cold and snow-covered environments. If there is not enough snow to properly instruct skiing, the course will change to Cold Weather Trainer Course. This will replace the Cold Weather Leaders Course. Class size is 100 students. This training is nonspecific MOS/specialty skill identifier course. Priority for course quota's goes to USARAK units.

(c) Basic Mountaineering Instructor Course. This is a 14-day course designed to train team leader through platoon-level leaders in the knowledge and skills to successfully conduct small unit operations in typical mountainous terrain found throughout the world. Class size is 48 students. This is a nonspecific MOS/specialty skill identifier course.

(d) Assault Climber Course. This 22-day course is offered by NWTC personnel as available. This course is not offered on a recurring or scheduled basis. The course is designed to train team leader through platoon-level leaders in the knowledge and skills to successfully conduct small unit operations over technically difficult, hazardous, or exposed Class 4 or 5 terrain during summer months. Prior attendance in an approved Basic Mountaineering Course within 18 months of the Assault Climber Course start date is a mandatory prerequisite. Class size is 15 students. This training is nonspecific MOS/specialty skill identifier course.

Note. Team leaders through platoon leaders will attend the first available Cold Weather Leaders Course after their arrival to Alaska. Company commanders will attend Command and Staff Orientation Course before taking command or at the next available Command and Staff Orientation Course if command is assumed during spring. First sergeants, staff officers, sergeant majors, battalion commanders, and command sergeant majors will attend the first available Command and Staff Orientation Course after arrival in Alaska.

c. The following courses are taught at either Fort Wainwright or Fort Richardson and are non-MOS specific.

(1) Standardized Communications Security Custodian Course. This course is supported by the Communications Security Logistics Support Unit of the 59th Signal Battalion and is conducted two times each fiscal year at Fort Richardson only. Sergeant and General Schedule 05 and above may be admitted to this course with a security clearance of SECRET or higher and a General Battery of Tests (GT) score of at least 100. It is designed to provide training in the management of safeguarding, accounting, and supply of communications security materials.

(2) Local G3 schools. USARAK Circular 351-1 covers all local schools handled by USARAK G3.

9-6. Special schools

a. The courses listed below are offered to those NCOs who meet all course prerequisites and are selected to attend by their unit either the local video tele-training course or the resident course.

(1) First Sergeants Course. This is a scenario-driven, performance-oriented course of instruction designed to prepare sergeants first class and master sergeants for positions of responsibility as unit first sergeants. Major subject areas include unit administration, communicative skills, discipline and morale, logistics and maintenance, personnel management, physical training, security, tactical operations, and training management. This course must be attended locally through the Distance Learning Center or at Fort Bliss, Texas before assuming first sergeant duties. DA funds the First Sergeant's Course. Applications will be submitted to APVR-RPTM-TN for approval.

(2) Battle Staff Noncommissioned Officer School. This course is taught at Fort Bliss, Texas or locally at the Distance Learning Center and is funded by DA. The course is designed to train division/brigade/battalion staff NCOs to serve in positions on a battle staff. Staff sergeants through sergeants major in an MTOE 2S position are eligible to attend this course. Applications will be submitted to APVR-RPTM-TN for approval. MSC's will maintain a Battle Staff NCO order of merit list for prospective course attendees. In addition, CSM's will ensure that all MTOE positions that are coded 2s are filled with BSNCO qualified personnel as much as possible.

b. Foreign service schools. The Foreign Service School Program funds these courses. USARAK has participated in the following foreign service schools in the past:

- (1) Malaysian Combat Survival Course.
- (2) Malaysian Combat Tracker Course.
- (3) Indian Junior Command Course.
- (4) Jungle Warfare and Counter Insurgency Course.
- (5) Singapore Small Arms Coaching Course.

9-7. Nonsponsored schools and others

USARAK funding is reserved for mission-essential training only. All other requests approved by unit commanders are to be sent through their MSC to the G3 with an appropriate fund cite included. The G3 will obtain quotas only after funding is approved by the MSC.

9-8. Funding priority

Schools requiring temporary duty status are prioritized as follows:

- a. Priority 1 is DA schooling in which USARAK is allocated quotas and must provide funding, such as the First Sergeants' and Noncommissioned Officer Education System courses.
- b. Priority 2 is force modernization and covers mission-essential, new equipment not covered by new equipment training.
- c. Priority 3 is requests for mission-essential MOS, specialty skill identifier, or additional skill identifier producing courses such as Airborne Training, Infantry Mortar Leader Course, Aviation Life Support Equipment Course, Supply Officer Course, Aviation Safety Officer Course, and various staff judge advocate courses.

9-9. School standing operating procedures

Brigades and separate battalion commands will maintain a school standing operating procedure for their unit, including maintenance of all programs of instruction, memorandums of instruction, letters of instruction, welcome packets, and all other pertinent regulations and information in reference to all the courses under the USARAK schools program (including special schools) identified in paragraphs 9-5, 9-6, and 9-7.

9-10. School quotas and allocations

Quotas for USARAK and special schools are allocated per unit mission requirements. Use table 9-1 as a guide to determine unit requirements for school quotas. Units are required to report any unfilled quotas or any actions that would hinder the fulfillment of allocated quotas. All returned quotas would be made available to other units based on unit mission requirements, then on a first-come-first-served basis. The proponent for quota allocations to all USARAK and tenant units is the G3. All units will fill every quota with a primary and an alternate candidate for all of the special school courses identified in paragraphs 9-6 and 9-7.

9-11. School suspense dates

All units are responsible for submitting the data necessary to schedule selected soldiers for school attendance on USARAK Form 364 by the course suspense date. The G3 publishes the school suspense roster and changes frequently to allow all unit points of contact to meet and maintain timely submission of school applications. If quotas are not filled by the suspense date they are lost.

9-12. Service remaining requirements

Personnel selected for school attendance must meet the specific time remaining requirements for the course per DA Pamphlet 351-4 and AR 614-200 and per paragraph 9-14 of this regulation.

9-13. Security clearance requirements

Individuals selected to attend a course with a prerequisite security clearance must hold a security clearance verified by the G3 security division of equal or higher category as that required by the course prerequisites.

9-14. General disqualifications

The following categories of personnel will not be recommended for schooling:

- a. Excluding Primary Leadership Development Course/Basic NCO Course, soldiers on levy or permanent change of station orders requesting schooling in conjunction with permanent change of station move.
- b. Individuals flagged from favorable actions or pending Uniform Code of Military Justice action.
- c. Individuals pending adverse personnel actions.
- d. Individuals denied reenlistment under the Qualitative Management Program.
- e. Individuals pending discharge of any kind or approvals of requests to retire.
- f. Individuals pending results of medical evaluation boards.
- g. Individuals pending promotion to a rank above that required by course prerequisites.
- h. Personnel currently under bar to reenlistment.
- i. Personnel currently absent without leave, in confinement, on emergency leave, or hospitalized.
- j. Personnel undergoing medically essential weight reduction, mental hygiene, or drug/alcohol rehabilitation programs.
- k. Persons with financial, medical, or personal problems of sufficient magnitude to hinder academic efficiency.
- l. Individuals who have demonstrated: unfavorable traits of character, lack of motivation, professionalism, or duty performance not commensurate with acceptable military standards.
- m. Soldiers with less than 12 months remaining in USARAK upon graduation are not eligible for temporary duty and return schools, except NCO Education System schools per USARPAC Regulation 350-41.
- n. Soldiers who cannot meet the course agenda due to profile limitations. Personnel on the weight-control program are limited in school opportunities as outlined in AR 600-8-1.

9-15. Exceptions to policy

Requests for an exception to policy governing eligibility for schooling may be made when the applicant is outstandingly qualified for the course requested. Normally, an exception to policy will not be granted except for a strong reason, justified to be beneficial to the unit or service.

9-16. Student administrations

a. Travel orders. The G3 will notify units through S3 channels of the date soldiers should pick up their orders. Individuals not notified to pick up orders 15 days before class reporting dates should contact the G3 schools at 384-2110. Leave may be granted in conjunction with temporary duty travel. An approved DA Form 31 (Request Authority for Leave) must be submitted to the G3 training division, training branch at least 30 days before the departure date.

b. Reimbursement of temporary duty expenses. Reimbursement claims for authorized temporary duty travel, housing, or mess will be submitted to the finance office servicing the individual's unit within 5 days of return from temporary duty. For reimbursement purposes, individuals must secure a statement of nonavailability at the temporary duty station and retain all receipts of service charges for government quarters. Quarter's receipts must specify the cost and number of day's government quarters were occupied.

c. Counseling students. Junior enlisted personnel (ranked specialist and below) preparing for school attendance should be counseled by their commander or first sergeant concerning—

(1) The standards of conduct, appearance, weight, and fitness.

(2) The appropriate preparation for school.

(3) Administrative actions that must be accomplished before departure and the unit's program for assisting personnel to prepare for schooling. A senior NCO in the candidate's chain of command or the unit first sergeant should be designated as the student's point of contact to provide advice and assistance.

(4) The necessity of arranging for or settling his/her personal affairs before departure and the agencies available to provide assistance.

(5) The unit sponsor designated to provide emergency assistance to the student's family members remaining in Alaska.

9-17. Application submissions

a. Application submission. Units will submit all applications to the G3, Attention: APVR-RPTM-TN, at Fort Richardson.

b. United States Army Alaska schools. Application packets will include a properly executed USARAK Form 364.

c. Combat Assault/Combat Service Support. A complete application packet is required for all courses not taught in Alaska involving MOS 11, 12, 13, and 19 series at least 45 days before course start date.

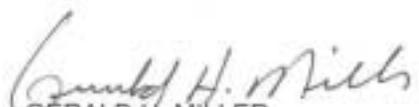
d. Noncommissioned Officers Education System Course. An Army-wide Order of Merit List manages these courses; therefore, units should not submit applications for them. Seats occasionally become available for these courses on short notice and will be offered on a first-come-first-served-basis.

e. All other mission essential schools requests will be submitted to the training branch of G3 at Fort Richardson with desired attendance dates as soon as the requirement is determined.

Table 9-1 Unit manning requirements	
School/Training	Manning Requirements
Primary Leadership Development Course	As required (Resident)
Basic Noncommissioned Officer Course	As required (Resident)
Advanced Noncommissioned Officer Course	As required (Resident)
First Sergeants Course	As required (Distance Learning)
Battle Staff Noncommissioned Officer School	As required (Distance Learning)
Combined Arms Services Staff School	As required
Command and Staff Orientation Course	As required (Northern Warfare Training Center)
Cold Weather Leaders Course	As required (Northern Warfare Training Center)
Basic Mountaineering Course	As required (Northern Warfare Training Center)
Air Assault Training	3 per platoon (Mobile Training Team)
Airborne School	As required (Resident)
Ranger Training	By MTOE (Resident)
Jump master training	By MTOE (Mobile Training Team)
Rappel master Course	As required (Mobile Training Team)
Drop zone safety team training	8 per infantry and brigade support battalions; 1 per company (Mobile Training Team)
NBC School	As required (Forts Richardson and Wainwright)
Sniper Training	By MTOE (Resident)
Combat Lifesaver	2 per squad (Brigade Surgeon)
Unit Armorer Course	2 per company (Forts Richardson and Wainwright)
Unit Level Logistics System Course	As required (Forts Richardson and Wainwright)
Unit Movement Officer Course	As required (Forts Richardson and Wainwright)
Hazardous Materials Course	2 per company (Mobile Training Team)
Field Sanitation Team Training	2 per platoon (Preventive Medicine)
Standardized Communications Security Custodian Course	As required (59th Signal Battalion)
Automated Air load Planners Course	2 per company (Forts Richardson and Wainwright)
ALIT	All personnel, see chapter 6

FOR THE COMMANDER

OFFICIAL:


 GERALD H. MILLER
 LTC, SC
 Director of Information Management


 DAVID A. WOOD
 COL, GS
 Chief of Staff

**Appendix A
References**

**Section I
Required publications**

- AR 15-6 (Procedures for Investigating Officers and Board of Officers. Cited in paragraph B-5.
- AR 25-400-2 (The Army Records Information Management System (ARIMS). Cited in paragraph 1-11a(3)
- AR 40-5 (Preventive Medicine). Cited in table 3-2.
- AR 40-501 (Standards of Medical Fitness). Cited in paragraph D-2a and paragraph D-8b(4)(b).
- AR 59-4 (Joint Airdrop Inspection Records, Malfunction Investigations and Activity Reporting). Cited in paragraphs D-2b and D-7.
- AR 350-1 (Army Training and Education). Cited in paragraph 2-3, tables 3-1 and 3-2 and paragraphs 8-2a and 8-4a.
- AR 350-2 (Opposing Force Program). Cited in table 8-1
- AR 350-3 (Tactical Intelligence Readiness Training Program). Cited in paragraph 8-2b and table 8-1.
- AR 350-10 (Management of Army Individual Training Requirements and Resources). Cited in paragraph 3-2a
- AR 350-17 (Noncommissioned Officer Development Program). Cited in paragraph 3-2b and table 3-2.
- AR 350-21 (Instruction in Benefits of an Honorable Discharge). Cited in table 3-2
- AR 350-28 (Army Exercises). Cited in paragraph 2-10c.
- AR 350-30 (Code of Conduct Survival, Evasion, Resistance, and Escape (SERE) Training). Cited in tables 3-1 and 3-2.
- AR 380-5 (Department of the Army Information Security Program). Cited in paragraph 8-2c.
- AR 381-10 (United States Army Intelligence Activities). Cited in paragraph 8-2d, table 8-1, and paragraphs 10-2a and 10-3a(4) and paragraph 1-4c.
- AR 381-12 (Subversion and Espionage Directed Against the United States Army (SAEDA)). Cited table 3-1 and paragraphs 8-2e, 10-2b and paragraph 10-4c.
- AR 385-40 (Accident Reporting and Records). Cited in paragraph D-2d and paragraph D-7e(3).

USARAK Regulation 350-1

- AR 385-55(Prevention of Motor Vehicle Accidents). Cited in table 3-2.
- AR 385-63(Range Safety). Cited in paragraph B-22c.
- AR 525-13(Antiterrorism). Cited in tables 3-1 and 3-2.
- AR 530-1(Operations Security). Cited in table 3-1.
- AR 600-8-1(Army Casualty Operations, Assistance, Insurance). Cited in paragraph 9-14n.
- AR 600-8-2(Suspension of Favorable Personnel Actions (FLAGS)). Cited in paragraph 4-2c.
- AR 600-9(The Army Weight Control Program). Cited in paragraph 4-2b.
- AR 600-20(Army Command Policy). Cited in table 3-1.
- AR 600-85(Army Substance Abuse Program (ASAP)). Cited in table 3-2.
- AR 614-110(Assignment of Airborne Officers and Processing Volunteers for Training). Cited in paragraph 9-2c.
- AR 614-200(Enlisted Assignments and Utilization Management). Cited in paragraphs 9-2d and 9-12.
- Common Table of Allowances 50-900(Clothing and Individual Equipment). Cited in paragraph 6-4b(2).
- DA Pamphlet 350-38(Standards in Weapons Training). Cited in paragraphs 3-2e and paragraphs 5-2g, 5-8, and B-12a.
- DA Pamphlet 350-58(Leader Development for America's Army). Cited in paragraph 3-2e.
- DA Pamphlet 351-4(United States Army Formal Schools Catalog). Cited in paragraphs 3-2f, 9-2e, 9-4a(13), and 9-12.
- DA Pamphlet 600-3(Commissioned Officer Development and Career Management). Cited in paragraph 3-7.
- DA Pamphlet 600-8-11(Military Personnel Office Separation Processing Procedures). Cited in paragraph 9-2f.
- FM 3-0(Operations). Cited in paragraph 1-6a
- FM 3-3(Chemical and Biological Contamination Avoidance). Cited in paragraph 7-2c.
- FM 3-4(NBC Protection). Cited in paragraph 7-2cd.
- FM 3-5(NBC Decontamination). Cited in paragraph 7-2c.

USARAK Regulation 350-1

- FM 3-6(Field Behavior of NBC Agents (Including Smoke and Incendiaries)). Cited in paragraph &-2c.
- FM 3-7(NBC Field Handbook). Cited in paragraph 7-2c.
- FM 3-9(Potential Military Chemical/Biological Agents and Compounds). Cited in paragraph 7-2d.
- FM 3-11(Multiservice Procedures for Nuclear, Biological, and Chemical (NBC)). Cited in paragraph 7-2e.
- FM 3-11.34(Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Defense Operations). Cited in paragraph 7-2f.
- FM 3-14(Nuclear, Biological, and Chemical (NBC) Vulnerability Analysis). Cited in paragraph 7-2g.
- FM 3-19(NBC Reconnaissance). Cited in paragraph 7-2h
- FM 3-25.26(Map Reading and Land Navigation). Cited in paragraph 2-9b(3) and in paragraph 3-2i.
- FM 3-50(Smoke Operations). Cited in paragraph 7-2j.
- FM 3-97.6(Mountain Operations). Cited in paragraph 6-2a
- FM 3-97.61(Military Mountaineering). Cited in paragraph 6-2b.
- FM 3-100.4(Environmental Considerations in Military Operations). Cited in paragraph 2-16b(4).
- FM 3-100.12(Risk Management Multiservice Tactics, Techniques, and Procedures). Cited in paragraph F-1a.
- FM 3-101(Chemical Staffs and Units). Cited in paragraph 7-2l.
- FM 3-101-1(Smoke Squad/Platoon Operations Tactics, Techniques, and Procedures). Cited in paragraph 7-2m.
- FM 3-101-4(Biological Detection Platoon Operations Tactics, Techniques, and Procedures). Cited in paragraph 7-2n.
- FM 3-101-6(Biological Defense Operations, Corps/Company Tactics, Techniques, and Procedures). Cited in paragraph 7-2o.
- FM 4-02.283(Treatment of Nuclear and Radiological Casualties). Cited in paragraph 7-2p.
- FM 5-103(Survivability). Cited in paragraph 6-2c.
- FM 7-0(Training the Force). Cited in paragraphs 1-1, 1-2a, 1-4g and paragraphs 1-6a, 2-2b, 2-3b(2), 2-5b, and 2-10c.
- FM 21-10(Field Hygiene and Sanitation). Cited in paragraph 3-2j.

USARAK Regulation 350-1

- FM 21-18 (Foot Marches). Cited in paragraph 4-9e.
- FM 21-20 (Physical Fitness Training). Cited in paragraph 2-9b(1), table 3-1 and paragraphs 4-2d and 4-7a.
- FM 23-10 (Sniper Training). Cited in paragraph 5-2b.
- FM 23-27 (MK-19, 40mm Grenade Machine Gun, MOD 3). Cited in paragraph 5-2d.
- FM 23-35 (Combat Training with Pistols and Revolvers). Cited in paragraph 5-2f.
- FM 7-1 (Battle Focused Training). Cited in paragraphs 1-1 and 1-2b, paragraphs 1-3g, 1-6a, 2-2c, 2-3. 2-5b, 2-6b, 2-10c, and 2-14d(1).
- FM 27-1 (Legal Guide for Commanders). Cited in paragraph 4-2e.
- FM 31-70 (Basic Cold Weather Manual). Cited in paragraph 2-9b(5) and in paragraph 6-21d.
- FM 31-71 (Northern Operations)). Cited in paragraph 2-9b(5) and in paragraph 6-2e.
- FM 34-1 (Intelligence and Electronic Warfare Operations). Cited in paragraphs 8-6 and 10-2c.
- FM 34-2 (Collection Management and Synchronization). Cited in paragraph 10-2d.
- FM 34-3 (Intelligence Analysis). Cited in paragraphs 8-6 and 10-2e.
- FM 34-8-2 (Intelligence Officers Handbook). Cited in paragraph 10-2f.
- FM 34-10 (Division Intelligence and Electronic Warfare Operations). Cited In paragraph 8-6.
- FM 34-60 (Counterintelligence). Cited in paragraph 10-2g.
- FM 34-80 (Brigade and Battalion Intelligence and Electronics Warfare Operations). Cited in paragraph 8-6.
- FM 34-81 (Weather Support for Army Tactical Operations). Cited in paragraph 8-7.
- FM 34-130 (Intelligence Preparation of the Battlefield). Cited in paragraph 10-2h.
- FM 57-220 (Static Line Parachuting Techniques and Training). Cited in paragraphs D-2g and D-7.
- FM 100-14 (Risk Management). Cited in paragraphs F-1b and F-3b.

USARAK Regulation 350-1

- FM 100-30 (Nuclear Operations). Cited in paragraph 7-2q.
- FM 101-5 (Staff Organization and Operations). Cited in paragraph 8-6 and paragraph F-1c.
- Northern Warfare Training Center
Cold Weather Operations Manual Cited in paragraph 6-2f.
- Northern Warfare Training Center
Mountain Operations Manual Cited in paragraph 6-2g.
- Northern Warfare Training Center
Risk Management Guide for Mountain
Operations Cited in paragraph 6-2h.
- Handbook Edition 92-3 (Fratricide Risk Assessment for Company Leadership).
- Handbook Edition 92-4 (Fratricide, Reducing Self-Inflicted Losses).
- Pacific Air Force Pamphlet 76-1 (Airlift Planning). Cited in paragraphs D-2i and D-12f.
- STP 5-12B1-SM (Soldier's Manual and Trainer's Guide for MOS 12B, Soldier's Manual. Cited in table 3-2
- STP 21-1-SMCT (Soldier's Manual of Common Tasks Skill Level I). Cited in paragraphs 2-9b(4), 3-6a, 7-10a, 8-4c.
- TC 1-211 (Aircrew Training Manual for Utility Helicopter, UH-1). Cited in table 3-2.
- TC 25-20 (A Leader's Guide to After Action Reviews). Cited in paragraph 2-14d(1).
- Training Support Center (Training Support Center Operations and Services).
- USARAK Circular 351-1 (United States Army Alaska Schools, Class Schedules, and Quota Allocations). Cited in paragraphs 2-2d and 2-16b(2) and in paragraphs 9-2g, 9-4a(14), and 9-5.
- USARAK Regulation 350-2 (United States Army Alaska Range Regulation). Cited in paragraph 1-11b(2), 2-11, and 2-16b(1), table 3-2, and paragraph B-22c.
- USARAK Regulation 405-2 (Off-Post Maneuver Permits). Cited in paragraph E-2a.
- USARAK Pamphlet 385-2 (Winter Exercise Handbook). Cited in paragraph 6-2f.
- USARAK Pamphlet 385-4 (Risk Management Guide for Cold Weather Operations). Cited in paragraph 6-2i.
- USARPAC Regulation 59-1 (Short-Range Airlift Forecasts Report). Cited in paragraphs D-2k and paragraphs D-12e(2), and 9-14m.
- USARPAC Regulation 350-41 (USARPAC Training Directive

Section I
Related publications

A related publication is merely a source of further information. The user does not have to read it to understand this publication.

- AR 5-13 (Training Ammunition Management System).
- AR 11-30 (Wartrace Program).
- AR 34-4 (Army Standardization Policy).
- AR 140-1 (Mission, Organization and Training).
- AR 310-25 (Dictionary of United States Army Terms).
- AR 310-50 (Authorized Abbreviations, Brevity Codes, and Acronyms).
- AR 350-4 (Integrated Training Area Management (ITAM)).
- AR 350-20 (Management of the Defense Foreign Language Program).
- AR 350-38 (Training Device Policies and Management).
- AR 350-58 (Joint United States (US) Air Force, US Army, US Navy, and US Marine Corps Air Combat Training)).
- .AR 385-10 (Army Safety Program).
- AR 600-8-104 (Military Personnel Information Management/Records).
- AR 623-205 (Noncommissioned Officer Evaluation Reporting System).
- AR 670-1 (Wear and Appearance of Army Uniforms and Insignia).
- AR 690-600 (Equal Employment Opportunity Discrimination Complaints).
- AR 710-2 (Inventory Management Supply Policy Below the Wholesale Level).
- AR 930-4 (Army Emergency Relief).
- DA Pamphlet 200-1 (Environmental Protection and Enhancement).
- DA Pamphlet 350-9 (Index and Description of Army Training Devices).
- DA Pamphlet 350-20 (Unit Equal Opportunity Training Guide).
- DA Pamphlet 350-59 (Army Correspondence Course Program Catalog).
- DA Pamphlet 710-2-1 (Using Unit Supply System (Manual Procedures)).
- FM 3-01.11 (Air Defense Artillery Reference Handbook).

FM 3-05.70 (Survival).

FM 3-21.38 (Pathfinder Operations).

FM 3-23.25 (Light Antiarmor Weapons).

FM 3-23.30 (Grenades and Pyrotechnic Signals).

FM 3-25.150 (Combatives).

FM 3-34.2 (Combined Arms Breaching Operations).

FM 4-25.12 (Unit Field Sanitation Team).

FM 5-10 (Combat Engineer Platoon).

FM 5-100 (Engineer Operations).

FM 5-102 (Countermobility).

FM 5-104 (General Engineering).

FM 5-114 (Engineer Operations Short of War).

FM 5-250 (Explosives and Demolitions).

FM 6-20 (Fire Support in the Airland Battle).

FM 6-30 (Tactics, Techniques, and Procedures for Observed Fire).

FM 6-40 (Tactics, Techniques, and Procedures for Field Artillery Manual
Cannon Gunnery).

FM 6-50 (Tactics, Techniques and Procedures for the Field Artillery
Cannon Battery).

FM 7-90 (Tactical Employment of Mortars).

FM 8-284 (Treatment of Biological Warfare Agent Casualties).

FM 8-285 (Treatment of Chemical Agent Casualties and Conventional
Military Chemical Injuries).

FM 9-207 (Operations and Maintenance of Ordnance Materiel in Cold
Weather).

FM 20-32 (Mine/Countermine Operations).

FM 21-60 (Visual Signals).

FM 21-75 (Combat Skills of the Soldier).

FM 22-5 (Drill and Ceremonies).

FM 22-6	(Guard Duty).
FM 22-51	(Leader’s Manual for Combat Stress Control).
FM 22-100	(Army Leadership).
FM 23-23	(Antipersonnel Mine M18A1 and M18 (Claymore)).
FM 23-34	(TOW Weapon Systems).
FM 23-65	(Browning Machine Gun, Caliber .50 HB, M2).
FM 23-90	(Mortars).
FM 23-91	(Mortar Gunnery).
FM 25-4	(How to Conduct Training Exercises).
FM 25-5	(Training for Mobilization and War).
FM 44-8	(Combined Arms for Air Defense).
FM 44-18	(Air Defense Employment: Stinger).
FM 44-18-1	(Stinger Team Operations).
FM 63-1	(Support Battalions and Squadrons, Separate Brigades, and Armored Cavalry Regiment).
FM 90-3	(Desert Operations).
FM 90-4	(Air Assault Operations).
FM 90-5	(Jungle Operations).
FM 90-7	(Combined Arms Obstacle Integration).
FM 90-8	(Counter guerrilla Operations).
FM 90-13	(River-Crossing Operations).
FM 90-26	(Airborne Operations).
FM 100-8	(The Army in Multinational Operations).
FM 100-23-1	(HA Multiservice Procedures for Humanitarian Assistance Operations).
Joint Travel Regulation	
Site Management Plan Knik Glacier	
TC 1-210	(Aircrew Training Program Commanders Guide to Individual and Crew Training).

USARAK Regulation 350-1

TC 21-7	(Personal Financial Readiness and Deployability Handbook).
TC 23-11	(Starlight Scope Small Hand-Held or Individual Weapons Mounted, Model Number 6060).
TC 25-6	(Force-on-Force Collective Training Using the Tactical Engagement).
TC 90-11-1	(Military Skiing).
USARAK Regulation 40-6	(Field Preventive Medicine Program).
USARAK Regulation 200-1	(Oil and Hazardous Substances Spill Policy Procedures for On and Off Post Training Exercises and Division Facilities).
USARAK Airborne SOP	Airborne Operations Procedures.

Section III Referenced Forms

Army Medical Center Form 612-R	(Request for Joint Airborne/Air Transportability Training (JA/ATT)). Cited in paragraph B-36.
DA Form 31	(Request and Authority for Leave). Cited in paragraph 9-16a.
DA Form 285	(U.S. Army Accident Report). Cited in paragraph D-2e and paragraph D-7e(3).
DA Form 348	(Equipment Operator's Qualification Record (Except Aircraft)). Cited in paragraph 6-4b(7).
DA Form 581	(Request for Issue and Turn In of Ammunition). Cited in paragraphs B-14b and B-18d.
DA Form 705	(Army Physical Fitness Test Scorecard). Cited in table 1-3
DA Form 1306	(Statement of Jump and Loading Manifest). Cited in paragraphs D-2f and D-8b(3)(d).
DA Form 1307	(Individual Jump Record). Cited in table 1-3.
DA Form 2028	(Recommended Changes to Publications and Blank Forms). Cited in the suggested improvements statement.
DA Form 2062	(Hand Receipt/Annex Number). Cited in paragraph B-28a(4).
DA Form 5514-R	(Training Ammunition Management Information System (TAMIS) Training Ammunition Forecast Report). Cited in paragraph B-13e.
DD Form 1387-2	(Special Handling Data/Certification). Cited in paragraph B-37f.
DD Form 2327	(Unit Aircraft Utilization Plan). Cited in paragraph B-36b(3).

USARAK Regulation 350-1

USARAK Form 364(Request and Selection for Attendance to USARAK Schools).
Cited in the paragraphs 9-4b(1), 9-11, and 9-17b.

USARAK Form 279(Range or Training Area Request). Cited in paragraph B-19.

USARAK Form 336(Hold Harmless Agreement). Cited in paragraph B-24a.

Appendix B Training Resource Management

B-1. General

This appendix outlines the procedures for forecasting training ammunition, requesting ranges and training areas on post, MILES and other training equipment, battle simulation support, air support and the tasking of active component units for training support.

B-2. Tasking of active component assets concept

Minimizing disruptions to scheduled training and the efficient use of personnel and equipment is vitally important. Active unit (company) training programs must be solidified 5 weeks before their execution. This requires that all coordination for ranges, training areas, ammunition, and external support be completed 5 weeks ahead (4 months in the reserve component). The company commander then has the time to plan, prepare and execute quality training. Late requests for support disrupt training and all other planned unit activities.

B-3. Special resource tasking terms

a. 5-week lock-in. The date a supporting unit is formally tasked for resources. This will not be less than 5-weeks before the execution date unless approved by the G3 or chief of staff.

b. 7-week lock-in. The date that a unit and agency requiring support, must submit their written requirements to the G3. This will not be less than 7 weeks.

c. Internal requests. Requests submitted by USARAK units or staff agencies, the Alaska Army National Guard or reserve component round-out units for assets available within the command.

d. External request. Requests submitted by any civilian organization, federal agency or headquarters not assigned or attached to USARAK. Examples would be support for local communities, USARPAC, the United States Army Recruiting Command, the Alaska Army National Guard, the Alaska Air National Guard, the State of Alaska, etc.

e. External support. Requests form USARAK units for resources outside of the command. This includes both civilian and military resources.

f. Habitual training support requests. Units that share a doctrinal support relationship submit requests through established support channels (direct from unit headquarters to unit headquarters). This includes USARAK units and the support they doctrinally provide. The G3 will arbitrate resource shortfalls as Units present them.

g. Post support. The period during which USARAK units will receive tasks based on the annual post support schedule as shown on the master training calendar.

h. Overflow unit. Units designated to receive tasking overflow once the post support unit has documented its inability to fulfill additional tasks. This will normally be the unit scheduled for post support immediately following the unit requesting relief from additional support cycle tasks.

B-4. Policies

The following policies will be adhered to when requesting support within the USARAK training areas:

a. Units must submit internal requests to the G3 no less than 7 weeks before the execution date. Units may request exceptions by submitting written justification through the G3 to the chief of staff. For late requests, use the procedures outlined in paragraph B-5b.

b. Units must submit requests to the G3 for external support no less than 110 days before the execution date. Requests for external support made by higher headquarter are not subject to the 110-day request requirement. All external support requests received from higher headquarters will be handled as expeditiously as possible.

c. USARAK reserves the right to demand reimbursement of expenses before providing support for external requests. External agencies will submit requests to their normal USARAK liaison agency (such as, the State Fair Association to the Public Affairs Office). After staffing, the responsible liaison agency will forward the request to the G3.

d. All tasking will be requested, assigned, modified, or eliminated in writing only. Telephonic coordination, including cancellation, is acceptable, but all modifications must be followed up in writing.

e. The G3 will determine the validity of each request before tasking a supporting unit. Some items the G3 will look for are timeliness (7 weeks), regulatory requirements, justification and availability from established support agencies such as habitual training support, TSC, etc.

f. All requests must be approved by each commander or designated representative within normal command channels.

g. The G3 will task units for support based on the post support schedule, unique equipment/mission capability and/or personnel availability.

h. Verbal notification will be followed within 3 working days by a formal tasking signed by the G3 or authorized representative.

i. The tasked unit must accept a tasking if they do not request relief of responsibility within 7 days of receiving a tasking. Requests for relief from tasks must be written and include referenced tasks:

(1) Equipment and personnel positions that cannot be filled.

(2) A complete justification. A request for relief does not void a currently assigned tasking; units will plan on executing the tasking unless informed differently as a result of the request.

B-5. Reports of survey

Reports of survey (see AR 15-6) and Uniform Code of Military Justice investigations are handled in the following manner:

a. Tasking for survey and investigating officers are not subject to the 7-week requirement.

b. Investigating and survey officers will normally be appointed from within the MSC for which the investigation applies.

c. In cases where the investigating officer or survey officer must come from outside the MSC, the staff judge advocate or the property book officer will submit the request to the G3. The G3 will task another command for an officer.

B-6. Request procedures

The following information must be included in all requests for support:

- a. The mission to be accomplished by supporting unit.
- b. The equipment, personnel or unit required. If the task requires subject matter expertise, such as engineer work or medical support, the supporting unit will decide what personnel and equipment are required to accomplish the mission.
- c. The date, time uniform, estimated length of time and location support is required. (If only equipment is requested, the requestor will pick up and return equipment from the supporting unit).
- d. A point of contact with telephone and building number.
- e. A justification for the request must be provided. Requests will include why the support cannot be accomplished with the requester's own resources and the impact if the mission is not supported.
- f. Include all pre-coordination information, i.e., units called, points of contact, availability of equipment, etc.
- g. Medical requests will also include the number of personnel to be supported and any special information such as, availability of vehicles for medical evacuation.
- h. Late requests require special procedures. See paragraph B-7.

B-7. Late request procedures

When a request is received by the G3 with less than 6 weeks until the date of execution, these procedures will be followed:

- a. The requestor must provide a written request to the G3 and justify the need for support on short notice. This request will be signed by the first lieutenant colonel or above in the requesting unit chain of command. Please note: This does not apply to task received from higher headquarters. The task will be handled as expeditiously as possible.
- b. If there are less than 10 working days between submission of a late request and mission execution, the chief of staff must approve the exception to policy request.

B-8. Responsibilities

- a. The G3 will—
 - (1) Serve as the central tasking office for USARAK.
 - (2) Publish the post support schedule each fiscal year for USARAK, as a supplement to the master training calendar.
 - (3) Serve as the USARAK point of contact for the Army Five Year Test Program and the Test Scheduling and Review Committee, including review and validation of all test support requirements originating from the Army Five Year Test Program and coordinate test support with USARPAC deputy chief of staff, operations and plans.
 - (4) Serve as the point of contact for all tasking conflicts involving USARAK and United States Army Garrison, Alaska units.

b. The adjutant general, USARAK will—

- (1) Staff and maintain the awards board roster.
- (2) Maintain and post staff duty officer rosters.
- (3) Request survivor's assistance officers. The survivor's assistance officer is not subject to the 7-week lock-in.
- (4) Staff and maintain a list of nominees to the Chief of Staff for Boards of Officers (Eliminations).
- (5) Staff and maintain a list of nominees to serve on evaluation boards (Warrant Officers/Officer Candidate School).
- (6) Staff and maintain military Medical Review Board members.
- (7) Prepare all orders and memorandums of appointment for officers/NCOs that are required.
- (8) Serve as proponent for all requests for funeral details.
- (9) The director of resource management will publish unit borrowed military manpower requirements semiannually.
- (10) Requesting units are responsible for submitting request no later than 7 weeks before the date of execution for internal tasks and 110 days before for external tasks, and ensuring their request are fully justified and cannot be supported with internal resources.
- (11) Tasked units are responsible for conducting telephonic coordination with the requesting unit upon receipt of the tasking, and providing the required support in a timely and professional manner.

B-9. Post support

- a. Units will assume responsibility for post support at 0700 of the Monday designated in the annual post support requirements memorandum, or a time mutually agreed upon by the incoming and outgoing unit commander.
- b. Recurring post support requirements will be detailed by a memorandum and updated annually or as necessary.

B-10. Reserve component assets

- a. Units will request external support for reserve component assets by submitting written requests for equipment support 7 weeks before the date of execution to the G3 training division and 11 weeks before for personnel support. Requests will go through the G3 training division to the reserve component support/mobilization division chief and G3.
- b. Reserve component units will submit requests for active component assets through the G3 reserve component support division to the G3 training division. Requests must arrive at the G3 training division 7 weeks before the execution date.
- c. Tasks are to be filled by the 172d Infantry Brigade's (Separate) training affiliation units regardless of the support cycle.

B-11. Training ammunition management

a. Cost and resource availability of ammunition are the major restrictions that affect the training programs of all units. To lessen this impact and increase in benefits, commanders at all levels must include training ammunition requirements in the initial planning of all training events. The proper management of training ammunition is simple and efficient as long as—

- (1) An individual is designated as the training ammunition NCO.
- (2) The training ammunition NCO becomes familiar with all ammunition references.
- (3) The training ammunition NCO is properly supervised and given adequate, timely guidance.

b. The USARAK Ammunition Office or Brigade Ammunition Office will assist commanders, S3s, and ammunition managers in setting up a proper management system.

B-12. Training ammunition categories

a. DA Pamphlet 350-38, combined with units' MTOE and table of distribution and allowances weapon density, provided the framework used by DA and USARAK to determine USARAK authorizations.

b. All USARAK 172d SBCT units are training Readiness Condition A; they are categorized as either Category I or Category II as follows:

(1) Category I (rifle/scout), applies only to soldiers in MOS 11B, assigned to rifle or infantry scout squads. Combat engineers are included in Category I for claymore mine.

(2) Category II (combat arms/support/service support) applies to all other soldiers that are not assigned to rifle or infantry scout squads.

B-13. Annual forecasting

Each February, units submit their projected ammunition requirements for the next fiscal year. Requirements are based on unit missions, historical expenditures, scheduled training events, weapon density, personnel changes, etc.

a. Each February, the G3 receives a requirement from Headquarters, USARPAC to submit an annual request for training ammunition; MSCs should consider the following when preparing fiscal year ammunition requirements:

- (1) Identification of training events scheduled/command guidance.
- (2) Identification of training events desired.
- (3) Historical data, i.e., ammunition expenditure from previous training events of the same type.
- (4) Ensure that weapon densities are correct.

b. Battalions and all separate companies will initiate the fiscal year requirements at their level by identifying the types and quantities of training ammunition required for training events in the next fiscal year. MSC consolidate all subordinate units requirements into an MSC requirement. The consolidated requirements, along with a copy of each unit's requirements, will be forwarded to the G3.

c. July is the anticipated month that the installation receives its fiscal year authorizations through the Training Ammunition Information System (TAMIS); the TAMIS authorization will be in a bulk amount of

USARAK Regulation 350-1

each Department of Defense Identification Code. Because of various factors, there is no automatic translation of training ammunition requirements into authorizations. The amount of ammunition authorizations is often less, but sometimes more, than that requested for each line item.

d. Upon receipt of their fiscal year authorizations, units will prepare forecasts of their anticipated usage of ammunition authorizations on a monthly or quarterly basis for the upcoming 12 months, not exceeding their fiscal year authorizations.

e. Each battalion and separate company will forecast monthly ammunition requirements through the Brigade Ammunition Office. The USARAK Ammunition Office will receive monthly forecasts for 1-501 ATF, STB, 172d SBCT, and other tenant units. The forecast will be submitted on DA Form 5514-R (Training Ammunition Management Information System (TAMIS) Training Ammunition Forecast Report). The unit S3 or the unit commander must sign forecasts.

f. All 172d SBCT units will forecast through the brigade S3 to the brigade ammunition office by the fifteenth of each month. The brigade ammunition office will consolidate and provide the USARAK ammunition manager with a monthly summary, by ammunition supply point, by the twentieth of each month.

g. The STB, 1-501 ATF, and other tenant units will forecast through their respective higher headquarters to the USARAK ammunition manager, the training division, G3, by the twentieth of each month.

B-14. Ammunition for off-post training exercises

Ammunition for off post training exercises will be taken from the unit's annual authorization, therefore, units should ensure that the total number of rounds being forecasted for both on- and off-post training does not exceed that annual authorization.

a. Forecasts for off-post training must be submitted to the G3 110 days before the anticipated training date. Failure to submit forecasts according to this guidance may result in the ammunition not being prepositioned at the off-post training site.

b. All 172d SBCT units will submit DA Form 581 (Request for Issue and Turn In of Ammunition) and reconciliation documents to the brigade ammunition office. The 1-501 Airborne Task Force, tenant, and other separate units submit to the USARAK ammunition office upon return from the off-post training site.

B-15. Procedures to increase or decrease fiscal year authorizations

a. Request procedures for an increase or decrease to fiscal year authorizations are:

(1) Units may request an increase to current authorizations by submitting a request with justifications and an impact statement for each item, through the G3 for approval.

(2) Route all 172d SBCT unit transactions through the brigade S3 to brigade ammunition office for approval. Fax the approved copy to the USARAK ammunition manager at 384-0147.

(3) Tenant units must request changes to their higher headquarters.

(4) Forward ASB transactions to the USARAK ammunition manager for approval. Units will receive a facsimile copy of the approved transaction.

b. Units may turn back excess authorization at any time before 15 June, but it is preferable to turn in quarterly to allow for cross leveling within the command.

c. All units will receive a copy of their transactions with their weekly rollup of ammunition. It is the unit's responsibility to pick up their weekly rollup from the brigade ammunition office.

B-16. Cross leveling

a. Internal cross leveling of ammunition within units is highly encouraged. Cross-level of ammunition authorization procedures are:

(1) The MSC conducting the transfer must prepare an informal memorandum identifying the gaining and losing units and the quantities being transferred.

(2) The memorandum will be processed through the brigade S3 to the brigade ammunition office for 172d SBCT units. Separate units will process ammunition through the USARAK ammunition manager.

(3) The transfer of ammunition will be posted the same day the USARAK ammunition officer receives the memorandum authorizing the transfer. In case of an emergency, the USARAK ammunition officer can approve telephonic request.

b. Should a situation arise where unforecasted ammunition is required, the following procedures should be used to request the desired items:

(1) Identify the types and quantities of un-forecasted ammunition that are needed to the G3. The USARAK ammunition officer will screen the forecast to determine which units within USARAK still have the desired ammunition in their account.

(2) The G3 will contact each of the units to release (transfer) their forecast. If the desired ammunition is not available, The USARAK ammunition manager will request the needed ammunition from USARPAC.

B-17. Late submission

The procedures for the late submission of documents are:

a. A document is considered to be late if it is brought to the USARAK ammunition office with less than 5 FULL WORKING DAYS BEFORE THE REQUESTED PICK-UP DATE. This lead time is required in order for the USARAK ammunition office to process the document, eliminate any problems regarding forecast or authorization and post the document in time to meet the post ammunition supply point suspense of 5 FULL WORKING DAYS.

b. If a document is going to be late, a memorandum must be submitted to the USARAK ammunition office (for ASB units) or brigade ammunition office (172d SBCT units) justifying the late request.

c. Late requests must be signed by the first lieutenant colonel in the requesting unit chain of command, and may be disapproved due to ammunition supply point workload or insufficient justification. The approved memorandum must accompany the request for ammunition to the USARAK ammunition office or brigade ammunition office.

B-18. Ammunition MILESTONES

Ammunition MILESTONES list procedures are:

a. Fiscal year annual forecasts are due 20 September; monthly forecasts are due the twentieth of each month.

b. Any ammunition not used during the quarter will be either turned back by the end of the quarter or forwarded to a specific training event during the next quarter.

USARAK Regulation 350-1

c. The minimum procedure for turn-backs is the submission of an informal memorandum to the G3, listing Department of Defense Identification Codes, nomenclature and quantity returned, and signed by the unit S3 or unit commander.

d. The DA Form 581 must include the correct unit identification code of the requesting unit in Block 8 and a valid training event code in Block 21. Battalions, companies, and detachments that have their own unit indicator code, but are part of, and receive their ammunition from another battalion or brigade, will use the unit indicator code of that headquarters. The USARAK ammunition manager or brigade ammunition officer will ensure the DA Form 581 is completed properly.

B-19. Ranges and training areas

a. Requests for ranges or training areas will be submitted to the appropriate range control office on USARAK Form 279 (Range or Training Area Request) in triplicate.

b. Emergency requests for ranges and training areas must be made at least 72 hours in advance of the desired firing time and can be made telephonically to the scheduling section, range control but must be followed up with a USARAK Form 279 in triplicate.

B-20. Monthly range conference

a. The purpose of the monthly range coordination meeting is to enhance unit training by detecting and eliminating scheduling conflicts. The meeting will be conducted on the third Monday of each month at the range control offices at Fort Richardson and Fort Wainwright.

b. The Donnelly Training Area range control office will hold coordination meetings when required for specific exercises, and quarterly with the United States Air Force. The following representatives need to attend.

- (1) Brigade training officer or designated representative.
- (2) Battalion training officer or designated representative.
- (3) Separate company training NCO.
- (4) Alaska Army National Guard representative.
- (5) United States Army Reserve representative.
- (6) United States Air Force Reserve representative.
- (7) Directorate of Public Works, environmental resources division representative.

c. Each representative will present their unit's projected range and training area requirements for the next 120 days. Each unit's requirements will be recorded on a calendar so that conflicts may be detected and resolved. At a minimum, unit representatives will address the following:

- (1) Ranges/training areas required.
- (2) Dates that ranges/training areas are required.
- (3) Participating units.
- (4) Special coordination measures that should be considered, i.e., road closures, use of riot control agent "CS," and air space restrictions.

(5) Range officer in charge and range safety officer requirements.

B-21. Range use priorities

a. The assignment of ranges and training areas is based upon the following priorities:

(1) Priority 1—Joint training exercises.

(2) Priority 2—Certified Test Report to the Cold Region Test Center.

(3) Priority 3—DRB/emergency deployment readiness exercise requirements.

(4) Priority 4—United States Army Operational Readiness Evaluations and United States Air Force Operational Readiness Inspections.

(5) Priority 5—United States Air Force Cope Thunder exercises.

(6) Priority 6—Reserve components on active duty for training.

(7) Priority 7—Army Training and Evaluation Program.

(8) Priority 8—Visiting Continental United States units.

(9) Priority 9—LFXs.

(10) Priority 10—Battalion level FTX late submission

(11) Priority 11—United States Army Training and Doctrine Command authorized schools.

(12) Priority 12—Battery/company level FTX.

b. Range conflicts must be resolved between units and the appropriate range control facility.

B-22. Cancellations or changes in schedule

a. If a cancellation or a change to a scheduled firing is necessary, commanders will submit a notification of cancellation to the scheduling section, range control as soon as possible. This will allow range control to reassign the ranges to other units and publish the necessary warning orders in the installation weekly bulletin.

b. The scheduling section, range control will publish and distribute a monthly check fire list (range bulletin).

c. USARAK Regulation 350-2 contains all the information required to conduct live firing and maneuvers in on post ranges and training areas. It supports AR 385-63.

B-23. Multiple Integrated Laser Equipment System training

a. Requests for equipment in writing will be accepted up to 4 months in advance, with 5 weeks being the optimum time frame.

b. The minimum time for submitting a MILES request is 3 working days. Due to limited MILES resources, requests submitted far in advance have a greater chance of being filled than short-notice requests.

USARAK Regulation 350-1

c. Late MILES requests will be acted upon subject to availability of equipment, labor and other MILES actions scheduled.

d. The G3 training division will resolve all issuing conflicts.

e. Units are encouraged to utilize the MILES trainer, 356-3990 (commercial), for planning, training, and preparation before and during exercises.

f. Priorities.

(1) Joint training exercises.

(2) Army training and evaluation programs.

(3) Reserve components on active duty for training.

(4) Battalion-level FTX.

(5) Battery-/company-level FTX.

(6) United States Army Training and Doctrine Command authorized schools.

(7) Visiting continental United States units.

(8) The priorities (priorities may be changed by the G3).

B-24. Multiple Integrated Laser Engagement System equipment requests

a. MILES equipment requests are initiated in writing on a memorandum containing:

(1) Unit name.

(2) Type and quantity of MILES equipment requested.

(3) Proposed date and time of pick up and return.

(4) Exercise titles, if applicable, or purpose of training.

(5) Name and telephone number of a unit point of contact.

b. MILES requests are submitted directly to either the FRA or FWA local TSC. No MILES equipment is available at Donnelly Training Area.

B-25. Multiple Integrated Laser Engagement System issue

a. MILES issues are handled as follows:

(1) Personnel designated to draw MILES equipment must be familiar with the systems and be designated on the unit's DA Form 1687 (*Delegation of Authority*) at the Services Branch, TSC.

(2) All appointments for turn-in or issue of MILES will be met. A two-man detail is required by units to prepare MILES for issue.

(3) Before scheduled appointments, units must verify equipment availability, issue, and turn-in dates and times with MILES personnel.

(4) Units will be issued MILES at their home station before deploying to other installations for exercises.

(5) There will be a visual inspection and joint serial number inventory at the time of issue. A sufficient supply of batteries to meet training needs, plus an additional 10 percent will be issued with the MILES system. If requested, casualty cards will be issued.

B-26. Multiple Integrated Laser Engagement System maintenance

a. MILES maintenance procedures are:

(1) MILES equipment will be returned to the TSC clean, dry, and free of dirt, dust, rust, and mildew.

(2) Damaged or malfunctioning equipment will be tagged immediately and marked with a description of the damage or malfunction.

(3) With prior coordination, inoperable equipment, which will impair the success of the training mission, may be exchanged on a one-for-one basis, if available, at the issuing TSC. MILES equipment from one TSC will not be intermingled with equipment from, or turned in to, another TSC.

b. Users are not authorized to—

(1) Use abrasive material to clean metal or plastic parts and surfaces.

(2) Disassemble or attempt the repair of damaged or malfunctioning parts of equipment.

(3) Clean the laser lens located on forward side of laser transmitter.

B-27. Multiple Integrated Laser Engagement System safety

MILES safety procedures are:

a. Normal precautions for use of blank ammunition will be followed at all times.

b. The danger of MILES antitank weapon and pyrotechnic munitions (ATWESS) back-blast must be specifically addressed when MILES anti-armor or air defense weapons are used.

B-28. Multiple Integrated Laser Engagement System turn in

a. MILES turn-in procedures are:

(1) Equipment not in serviceable, ready-to-use condition will not be accepted.

(2) Turn in of equipment will be accomplished by appointment only.

(3) The suspense date for the return of MILES equipment is 5 days after the end of an exercise. The responsible unit/organization will supply enough personnel to off-load vehicles and move cases.

(4) A joint serial number inventory and visual inspection of all equipment will be made by a responsible individual and MILES personnel. All discrepancies will be noted on a DA Form 2062 (Hand Receipt/Annex Number) and a statement acknowledging lost items will be signed.

USARAK Regulation 350-1

(5) All nonexpendable items must be accounted for before hand receipts will be cleared.

(6) When MILES equipment that utilizes ATWESS cartridges e.g., Viper, Dragon, tube-launched, optically tracked, wireguided (TOW), Stinger, etc is turned-in, a unit member will physically clear the ATWESS chamber of each item before handing it to the TSC representative receiving the item.

b. Deliberate abuse of MILES equipment will not be tolerated and violations will be dealt with by the chain of command.

c. The breakdown of available MILES equipment is shown at table B-1.

B-29. Training support from the training support centers

The TSCs on Fort Richardson and Fort Wainwright provide support for training through advice and consultation, loan of training devices, training aids, audiovisual equipment and visual information media such as films and video tapes, issuing graphic training aids and maintenance.

a. Training support facility locations on Fort Richardson.

(1) At Fort Richardson, the MILES issue branch of the TSC is in Building 802, Door 7. The telephone number is 384-7303; the facsimile number is 428-1828. The operating hours are 0730 until 1200 and again from 1300 until 1630, Monday through Friday.

(2) The services branch (DA photograph appointment) if TSC is in Building 602. The telephone number is 384-7150; the facsimile number is 428-1447.

b. Training support locations on Fort Wainwright. At Fort Wainwright, the service and loan issue branch of the TSC is in Building 3025. The telephone number is 353-6869; the facsimile number is 353-3672. The operating hours are 0730 until 1200 and again from 1300 until 630, Monday through Friday. For DA photographs, call 353-6876. MILES Trainer can be reached at 353-7384, MILES Issue number is 353-6850.

Table B-1 Multiple Integrated Laser Engagement System equipment breakdown					
Item	Fort Richardson	Fort Wainwright	Subtotal	National Guard	Total
M4 Carbine	0	10	10	0	10
M16A2	1757	1584	3341	160	3501
M60 Machine Gun	60	157	217	0	217
M24 Sniper Rifle	8	12	20	0	20
Soft Hats	19	34	53	0	53
M240B MG	20	41	61	1	62
Squad Automatic Weapon	94	164	258	14	272
Controller Gun	82	44	126	28	154

USARAK Regulation 350-1

Dragon	53	86	139	0	139
HUH-60	0	4	4	0	4
Viper AT4	99	183	282	0	282
TOW—Ground	6	17	23	0	23
HGSS Target Designator	0	3	3	0	3
.50 Caliber Transmitter	3	15	18	0	18
M19 .50 Caliber Blank Adapters	13	20	33	0	33
Small Arms Alignment Fixtures	27	19	46	3	49
Stinger	0	8	8	0	8
Mobile Independent Target System	44	86	130	0	130

d. Requests for training support can be made in writing, telephonically, or in person. Assistance is available to determine which TSC product can best support a customer's training objective. Items are reserved on a first-come-first-served basis; walk-in customers receive items on an as-available basis.

e. To be an authorized user, all organizations must have an up-to-date DA Form 1687 on file. Only personnel listed on the DA Form 1687 may check out property.

B-30. Loan policies.

a. Temporary loans are made for up to 30 days (60 days for reserve component units).

b. Long-term loans, updated every 6 months, may be made subject to equipment availability. Written requests with justification are required. Almost no visual information equipment is available for long-term loan from TSC assets.

c. Graphic training aids are available on a self-service basis.

d. Other policies are similar to those for MILES equipment.

e. For all other policies and services, the TSC standing operating procedure applies.

B-31. Terrain boards

The TSCs at Forts Richardson and Wainwright both have boards depicting the following terrain:

- (1) Korea.
- (2) National Training Center.
- (3) Fort Richardson.
- (4) Blair Lakes Training Area.

- (5) Shemya Island.
- (6) Yukon Training Area (2).
- (7) Adak Island.
- (8) Donnelly Dome.
- (9) Pump Station 4 (Alaska Pipeline).
- (10) Valdez.
- (11) King Salmon (Air Base).
- (12) Amchitka Island.
- (13) LZ XRAY, Republic of Vietnam
- (14) Galena AFB, AK
- (15) Clark AFB, PI
- (16) Kodiak, AK
- (17) Fort Greely
- (18) Indonesia
- (19) JRTC Shughart-Gordon MOUT Site
- (20) Simpsonville
- (21) Guam
- (22) Fort Chaffee
- (23) Malemute Drop Zone, FRA, AK
- (24) Tapao, Thailand
- (25) Mt. McKinley, AK

b. Units should request boards no less than 30 days before use. Most boards are stored at Fort Richardson and may require shipment to north of the Alaska Range.

B-32. Battle simulation centers

a. The G3 establishes policies and procedures for conducting battle simulation supported exercises at the battle simulation centers at Forts Richardson and Wainwright.

b. Commanders should utilize these simulations as train ups for deployment to combat training centers, joint readiness exercises, and other tactical training. Each unit should conduct at least one brigade/ battalion battle simulation system/JANUS annually.

c. The brigade/battalion battle simulation system answers the need of table of organization and equipment units to train battalion level staffs in the process of conducting war.

d. The primary training audience is soldiers who operate the battalion table of organization and equipment and the combat trains (training kits).

e. Company commanders, fire support team chiefs, and other role players receive a secondary training benefit as well.

f. The game has three phases of play:

(1) Preplanning phase. During the preplanning phase or initialization phase, the game clock does not advance indicating that play has not begun until units are positioned and any preplanned movements, artillery, or air missions are placed in the computer.

(2) Pause phase. During the pause phase, the game is essentially frozen. This option allows the commander time to conduct a critique, take an extended break, or administratively stop the game.

(3) Play phase. During the play phase, engagements begin and any preplanned moves, fire, or air missions are executed at the time indicated in the preplanned phase.

g. Comprehensive real-time battlefield reports of all types provide the commander with realistic feedback on the results of his/her decisions.

B-33. Battle simulation train the trainer

a. The brigade/battalion battle simulation system requires no extensive train-up period to begin the exercise.

b. The brigade/battalion battle simulation how-to-fight manual, dated 18 April 1989, will assist units that have no previous experience with the brigade/battalion battle simulation system. This manual can be obtained from the battle simulation centers.

b. JANUS. JANUS is a two-sided, high-resolution, interactive simulation using precise color graphics to portray realistic events during two-sided (blue and red) combat.

c. The model has sufficient resolution to model individual fighting systems or individual fighting system or individual soldiers and can realistically model up to brigade size forces.

d. The interactive mode of operation allows commanders and staff to exercise the decision making process and enforce battlefield operating system synchronization.

(1) The results of battle engagements are determined by using hit-and-kill probabilities.

(2) JANUS uses digitized terrain data derived from digital terrain elevation data provided by the Defense Mapping Agency.

(3) Terrain features affect line of sight and movement.

(4) Terrain is displayed in a format familiar to military users with contour lines, roads, rivers, vegetation, and urban areas.

(5) The size of the terrain can be adjusted to suit the audience being trained, whether a company, a battalion, a brigade and so on.

e. Two types of symbols may be utilized to represent systems or units:

(1) Military unit symbols as used in overlays.

(2) Silhouettes that portray actual systems such as tanks, helicopters, soldiers and so on.

f. Command and control graphics such as boundaries, objectives and phase lines can be drawn as on an operational overlay.

g. Direct fire engagements, engineer obstacles, artillery fire, aviation, tactical fighters, and forward observers can all be simulated ("modeled").

h. JANUS accurately models blue and red weapons systems as a function of each system's capabilities as affected by terrain, weather, and visibility.

i. JANUS offers a unique capability for staff C2 training, battle analysis, and after action reviews.

B-34. Simulation battle results

a. Simulation battle results can be reviewed and analyzed in a number of ways. The JANUS (A) analyst workstation is a post processor that shows activities of both sides over time. The JANUS (A) analyst workstation provides selective retrieval of the following items:

(1) Graphic replay of movement events.

(2) Time and location of events, such as direct fire kills.

(3) Terrain zoom.

(4) Universal Transverse Mercator grid display.

(5) Display of events on a workstation monitor.

(6) Graphic display of results.

b. SPECTRUM is an efficient and inexpensive simulation used to train staffs at all levels in military operations other than war, civil affairs, special operations, and psychological operations.

c. Engagement Skills Trainer (EST)

(1) This simulator is available at the Jones Arctic Battle Simulation Center at Fort Wainwright for all support units.

(2) The simulator is available at the battle simulation center to support USARAK requirement to conduct preliminary marksmanship and remedial marksmanship training.

(3) Units must schedule the EST in person at Bldg 3438, on Luzon Ave. Ft. Wainwright.

(4) Battle simulation center can be reached at 353-2850 for further questions.

B-35. Recovery and storage of Class IV materials

The following provides clarification and designation of unit(s) responsibilities for the issue, recovery, and storage of Class IV materials.

- a. The recovery of Class IV materials used during training exercises is the responsibility of the using unit.
- b. If the using unit fails to return or damages the Class IV materials it drew, then that unit will be required to purchase the materials that it did not recover.
- c. There will be an allowance of 5 percent damage factor.

B-36. Air support

The mission of the 172d SBCT and 1-501 ABTF require that they be able to rapidly deploy by strategic (C-17/C-5A) and tactical (C-130) airlift. A strategic airlift request is generally a movement out of theater, or a movement within theater using nontheater (C-141, C-17 and C-5A) air assets. A tactical airlift request is generally a movement within the theater using existing (C-130) air assets.

a. Movement by air. USARAK units will use strategic and tactical airlifts frequently during training exercises and emergency deployment readiness exercises.

b. For requests for United States Air Force airlift, joint airborne/air transportability training (JA/ATT)—

(1) Units will prepare an Army Medical Center Form 612-R (Request for Joint Airborne/Air Transportability Training (JA/ATT) Airlift) and submit it to the G3 training division.

(2) The forms are available from the G3 training division (APVR-RPTM-TR).

(3) The air section will prepare a quarterly memorandum providing instructions for turn in of Army Medical Center Forms 612-R. Additionally, a Defense Department (DD) Form 2327 (Unit Aircraft Utilization Plan) or an aircraft load plan must accompany the request.

c. A strategic airlift request submission requirements are as stated in paragraph b1 above, except the unit will submit the required documentation by 90 days before desired movement date.

d. Upon conclusion of the training exercise, the receiving unit is responsible for evacuation of recoverable air delivery items to the aerial delivery section, directorate of logistics.

e. Units are encouraged to maintain close communication with the S3, 172d SBCT, or the G3 training division, air section as appropriate; to ensure accurate information is processed as it becomes available.

f. Units are not authorized to change JA/ATT contract requirements with the support aircraft unit.

B-37. Unit responsibilities for airlift planning

a. Load plans. Units have a responsibility to have load plans on file for both C-130 and C-17, and C-5 aircraft in preparation for tactical and strategic deployments.

b. Oversize equipment. Units having equipment that can only be accommodated by the C-5A must plan for just the oversize equipment to fly on that aircraft, with the remainder of the unit's assets going on smaller aircraft.

c. Availability of tie-down devices. Units identifying a need for cargo tie-down straps based on unit load plans have the responsibility to order and stock a sufficient supply of straps to meet their needs.

d. Preparation of equipment weight data for loading computations. The deploying unit has the responsibility to have personnel knowledgeable in the weighing and marking of all unit equipment, and for final completion of actual data on unit load plans.

USARAK Regulation 350-1

e. Air certification of equipment. Units must ensure all organic equipment is certified to move by air. As a general rule, equipment is subject to certification if it meets or exceeds 20 feet in length or 8 feet in width.

f. Units must use DD Form 1387-2 (Special Handling Data/Certification), signed by currently certified individuals.

B-38. Request for tactical rotary wing

a. Requests for tactical rotary wing support from USARAK units should be submitted directly to the Battalion S-3, 4-123 Aviation at Fort Wainwright. Tactical unit flight requests should be planned and submitted at least 6 weeks prior to the expected mission execution dates.

b. Rotary wing Operational support mission requests (non-tactical flight support requests) must be submitted at least 6 weeks prior to mission execution, to the USARAK Validation section. Requests from Non-USARAK units and Agencies will not be submitted directly to the supporting unit. All non-tactical mission support requests will be staffed as appropriate. Operational missions will be flown only after it has been determined to be a valid mission, that complies with AR 95-1, and other all applicable DOD flight regulations, and USARAK/USARPAC policy requirements. If approved, requesting organizations are required to provide Invitational travel Orders for this travel, and support will be fully reimbursable at the DOD aircraft rates as provided in existing USARAK support agreements.

c. All USARAK tactical aircraft passengers must be familiar with both the USARAK air assault standing operating procedure and USARAK Regulation 95-1 requirements pertaining to on-board survival gear.

Appendix C

TABLE C-1
REPORTING SCHEDULE

Training Reports

C-1. Training Highlights report

a. Units will submit a training highlight reports to the G3 training division by 1200 on the Wednesday before the week in which training will be executed covering the units next 4 weeks of training.

b. The G3 will use these reports as the basis for providing a training-highlights report to USARAK (see paragraph 1-10 for additional information).

C-2. Deployment briefings

a. Units will ensure that all personnel deployments include necessary pre-deployment intelligence briefings before departure.

b. These briefings will be tailored to the geographical region where the deployment will occur.

c. Briefings will include antiterrorism force protection measures that are in effect for the country of deployment.

d. Battalion or larger deployments out of state require a brief to the commanding general.

C-3. Deployment reports

All deployed unit reports will be submitted to the USARAK Command Operations Center plans and operations at Fort Richardson by all MSCs before, during, and after, any off-post deployment.

C-4. Required Reports

Units will comply with the reporting schedule as outlined in Table C-1 below. Units that question whether to file a report must be submitted to the USARAK Command Center at DSN 384-6666, or via e-mail to USARAKCOMMANDCENTER@Richardson.army.mil.

USARAK Regulation 350-1

REPORT	DUE	MODE	FREQ
COMMANDERS SITREP REPORT (Fig C-1)	Once each 24 Hr. Period, or as circumstances warrant	Facsimile to 384-2336, or e-mail: USARAKCOMMANDCENTER@Richardson.army.mil	DAILY, and as circumstances warrant
DEPLOYMENT CLOSURE REPORT (Fig C-2)	24 Hours before departure; 24 hours before return; and within 2 hours after movement is complete	Hand carry, or facsimile to the USARAK Command Operations Center at 384-2336. e-mail: USARAKCOMMANDCENTER@Richardson.army.mil	As Required
SERIOUS INCIDENT REPORT (Fig C-3)	Within 1 hour after a reported incident	STU III/STE, commercial, facsimile to the USARAK Command Operations Center at 384-2336 e-mail: USARAKCOMMANDCENTER@Richardson.army.mil	As Required
Airborne Operation Flash Report (Fig C-4)	Telephonic within 30 minutes after last acft pass. Hard copy 1 hour after last time on target	Facsimile (384-2336), or telephonic through Range Control to Command Operations Center e-mail: USARAKCOMMANDCENTER@Richardson.army.mil	As Required

USARAK COMMANDERS SITREP REPORT (Fig C-1)

Line 1: Unit:

Line 2: Mission:

Line 3: Time Period Covered:

Line 4: Training Last 24 Hours:

Line 5: Training Next 24 Hours:

Line 6: Significant Events:

Line 7: Total Personnel Strength:

Line 8: Issues:

Line 9: Current Risk Analysis:

Line 10: Current Threat Condition:

(List Force Protection measures Unit will take in country and any additional issues)

Point of Contact:

USARAK Regulation 350-1

1. General. Submission of this report indicates that all of the Unit personnel, weapons, sensitive items, ammunition, residue, and equipment are accounted for by the Commander, and under unit control on the installation at which they are assigned. Closure reports will be submitted every 24 hours once redeployment begins and final NLT 4 hours after last element redeploys. Submit to the USARAK Command Center, 384-6666, via email to the USARAK Command Center at USARAKCOMMANDCENTER@richardson.army.mil or fax DSN FAX 317-384-2336, commercial FAX 907-384-2336.

2. Format.

Line 1. Task Force/Unit

UNIT(S)	PAX	Closure Date

NOTE - The closure times are the times the unit has confirmed 100% accountability of personnel, weapons, sensitive items, ammunition, residue, and equipment (Milvans) within that 24-hour period. Most often full accountability of equipment in transit will not be possible until all equipment has returned. The daily closure report is a confirmation that there are no known problems at that time, or any issues are listed in line 5.

Line 2. Location returned from:

Line 3. Deployment date _____ Redeployment date _____

Line 4. Date/time of final closure _____

Line 5. Issues / Remarks

Name: _____

Rank: _____

Unit:

Position:

Phone:

SERIOUS INCIDENT REPORT (Fig C-3)

**THIS UNITED STATES ARMY ALASKA SERIOUS INCIDENT REPORT CONTAINS PERSONAL INFORMATION THAT IS SUBJECT TO THE PRIVACY ACT (AR 340-21). INFORMATION CONTAINED

HEREIN MAY ONLY BE USED FOR OFFICIAL PURPOSES. DO NOT RELEASE TO THIRD PARTIES.**

FOR OFFICIAL USE ONLY (FOUO)

Subject:

1. Category: (IAW Command's Critical Information Requirements (CCIR). For the most current information relating to CCIR's, consult the USARAK Commanders most current Policy Memorandum. All current USARAK policies may be viewed at <https://usarak.usarpac.army.mil/policies/>)

2. Type of Incident:

3. a) DTG of Incident: (local Time)

b) DTG of Receipt: (local Time)

4. Location of Incident: (best description of physical location)

5. Other Information:

a) Racially motivated:

b) Trainee Involvement:

6. Personnel involved (provide the following data for each individual involved):

(1) Name:

(2) Rank or Grade:

(3) SSN:

(4) Race:

(5) Sex:

(6) Age:

(7) Position:

(8) Clearance:

(9) Unit:

(10) Duty Status:

(11) Drugs/Alcohol:

- 7. Summary of Incident:** (Short synopsis of Who, What, Where, When, Why)
- 8. Remarks:** (any additional information or comments)
- 9. Publicity:** (Does incident create media attention)
- 10. Commander Reporting:** (Commanders name)
- 11. Unit Point of Contact:** (A qualified spokesperson relating to the incident)

Airborne Operation Flash Report (Fig C-4)

AIRBORNE OPERATION FLASH REPORT INSTRUCTIONS			
<p>1. If other than on post locations ZULU time will be used and location will be specified with six digit coordinates at center mass.</p> <p>2. All items must be completed. Use the word "NONE" or N/A for items not applicable. All information must be obtained. Reports are to be called in by units within one hour following the scheduled airborne operation.</p> <p>3. In addition to the provided information, the following will be obtained in the event of malfunctions and or entanglements:</p>			
<p><u>MALFUNCTIONS</u></p> <p>a. Type of malfunction</p> <p>b. Was reserve activated</p> <p>c. Individual's landing status</p>		<p><u>ENTANGLEMENT</u></p> <p>a. Low or high entanglement</p> <p>b. Was reserve activated</p> <p>c. Individual's landing status</p>	
1. UNIT DESIGNATION:	2. TYPE/NUMBER AIRCRAFT:	3. DATE/TIME OF DROP:	
4. TOTAL TROOPS/TYPE AIRCRAFT JUMPED:	5. DZ CONTROL:	6. DROP ZONE:	
7. WINDS AT SURFACE:		8. DROP ALT:	
9. TOTAL NUMBER OF CONTAINERS/PLATFORMS DROPPED:			
<p>a. HEAVY DROP b. LAPES c. CDS d. OTHER</p>			
10. AF DROP SCORES (DZST CONTROL ONLY):		11. NUMBER OF TROOPS EVACUATED FROM:	
DIRECTION (use clock):		FLA:	
DISTANCE (Meters):		HELD:	
12. REMARKS (ABORTS, REFUSALS, JUMPERS RETURNED TO AIRFIELD, UNUSUAL INCIDENTS):			
13. NAME, RANK, AND DUTY TITLE OF INDIVIDUAL SUBMITTING REPORT:		14. DATE/TIME REPORT SUBMITTED:	
15. REPORT RECEIVED BY:		16. SUBMITTED TELEPHONICALLY: () YES () NO	

Appendix D Specialty Training

D-1. Deployment Training

a. Deployment training for mobilization and the N-hour sequence should be integrated into combat, combat support, combat service support, and non-deploying installation support unit activities. Deployment training should include such events as load planning, alert procedures, preparation for oversea movement activities, and rail/sea/air out-loading. Deployment training procedures should be included in each unit movement.

b. USARAK units, from company to brigade, with a deployment contingency or wartime mission (M to M+30), will conduct an annual no-notice emergency deployment readiness exercise alert. The emergency deployment readiness exercise will consist of an alert, assembly, load-out, and deployment (if possible).

D-2. Chapter information sources

- a. AR 40-501.
- b. AR 59-4.
- c. USARPAC 350-41.
- d. AR 385-40.
- e. DA Form 285 ((U.S. Army Investigation Accident Report).
- f. DA Form 1306 ((Statement of Jump and Loading Manifest).
- g. FM 57-220.
- h. Pacific Air Force Pamphlet 76-1.
- i. United States Army Forces Command Regulation 350-3.
- j. USARPAC Regulation 59-1.

D-3. Army modernization training

a. Policy, procedures, and responsibilities for Army modernization training are contained below. Specific guidance to commanders on how to plan and execute Army modernization training through new equipment training, doctrine and tactics training, displaced equipment training, and sustainment training as part of new equipment/displaced equipment training are made available through published Command Guidance, and on the USARAK Intranet.

b. Army modernization training will be conducted whenever a training requirement is identified. The G3 force modernization division is the proponent for Army modernization training coordination. Two critical participants in the Army modernization-training program are the training developer and the combat developer.

(1) The training developer represents the command or agency that will provide the skill necessary to operate and logistically support material systems being developed or acquired. The training developer is responsible for identifying, planning, and conducting training to support Army modernization. Exact training requirements will be determined by the training developer in coordination with combat developers.

(2) The combat developer represents the command or agency responsible for doctrine, concepts, requirements, and organization.

D-3. New equipment training

New equipment training will assist commanders in executing transition training of new equipment into units as part of Army modernization.

a. The new equipment training plan, once approved by Headquarters, DA, will cover all training aspects of the equipment from procurement or development and testing, through production and fielding.

b. New equipment training plans will be developed, coordinated, published; and distributed by the material developer/provider for each item or significantly modified equipment for which training is required and they are responsible.

c. The material developer is responsible for research, development, and production validation of a system that responds to the Headquarters, DA requirement.

D-4. Displaced equipment training

a. Displaced equipment training is equipment that is being replaced by the Army modernization process and scheduled for transfer to other units.

b. This displaced equipment, while not new to the Army, is often viewed as new equipment by the receiving unit and can generate a training requirement.

c. Displaced equipment training must be planned and executed as carefully as training that supports new equipment fielding. When an established training base or an exportable training course cannot satisfy training requirements, a displaced equipment training team may be sent to the gaining unit.

D-5. Doctrine and tactics training

The tactical employment of modernized commands, systems, and equipment is a component of new equipment and displaced equipment training. Doctrine and tactics training provides guidance to commanders, staffs, leaders, and operators on how to employ combat capabilities of systems or organizations.

a. The requirement for doctrine and tactics training will be determined by the unit's capability to perform its combat mission. The combat or training developer will identify the requirement for doctrine and tactics training upon receipt of the draft new equipment or displaced equipment training plan.

b. Doctrine tactics training planning covers those aspects of a system or organization that must be taught to user personnel in order to increase effectiveness against the threat. Planning will be initiated concurrently with the development of new equipment and displaced equipment training plans.

D-6. Sustainment-training

The material developer/provider will ensure that pertinent training materials are given to commanders upon termination of new equipment or displacement equipment training to help them build effective unit sustainment programs. The sustainment-training plan should be executed once the unit has completed new equipment or displaced equipment training.

D-7. Airborne training

Policies governing airborne doctrine, techniques and procedures are found in FM 57-220, USARAK Airborne SOP (ASOP), and this regulation.

a. Responsibilities.

(1) The G3 is the proponent for coordination and implementation for conventional, airborne-operations training and policy.

(2) The G3 is responsible for processing and reporting requests and approvals for permissive jump status. The G3 will maintain a journal of all approved permissive jump status requests.

(3) The aerial delivery branch of the directorate of logistics will provide parachutes and rigger support to USARAK units as required.

(4) All commanders will ensure that the procedures, requirements, and restrictions set forth are followed in the conduct of safe and effective training.

b. Drop, landing, and extraction zones. Airborne training must be conducted on approved drop, landing, and extraction zones. Drop zones may be approved for Army use without United States Air Force concurrence. However, the Military Airlift Command will require a combat control team or Army drop-zone-support team qualified personnel to operate a drop zone before authorizing an airdrop from United States Air Force aircraft. A drop-zone control party will be present during all airborne operations. At a minimum it will consist of:

(1) For personnel drops, a drop-zone safety officer who will be an airborne qualified officer, warrant officer, or NCO (sergeant or above) on current jump master status. A noncurrent jump master is one who has not performed jump master duties within 6 months. Jump masters who are not current will (at a minimum) complete jump master refresher training per FM 57-220, and USARAK Airborne SOP, before resuming jump master duties.

(2) For containerized delivery system and equipment drops not involving personnel, a drop zone support team leader who will be a sergeant or above, current or refreshed on equipment drop procedures within the last 180 days. The training or refresher course will include the use of an anemometer, methods of delivery per FM 57-220, and their limitations. Whenever possible, the use of a previously qualified, current or non-current, jumpmaster as drop-zone-support team leader or drop-zone safety officer is encouraged.

(3) An assistant drop-zone safety officer or an assistant drop-zone support team leader who meets the same criteria as above.

(4) A parachute malfunction officer/NCO who will be a school-trained military rigger on jump status assigned or attached to the unit furnishing parachutes for that particular operation per FM 57-220 and the USARAK Airborne SOP. For specialized operations using multiple drops (container delivery system only) where it is not practicable to have a parachute rigger on each drop zone, the drop zone support team leader or assistant drop-zone-support team leader may perform these duties, provided he/she has received special training from a parachute rigger unit on malfunction duties.

(5) Medical support, which includes, at a minimum, one aid person and one ambulance or dedicated equivalent substitute vehicle with radio and driver. Medical support will provide recommendations to the drop-zone safety officer and airborne commander to medically evacuate injured personnel by ground or air ambulance, as required. Units conducting airborne operations at Donnelly Training Area will notify the Fort Wainwright troop medical clinic 24 hours before the scheduled jump. It is recommend that battalion task force operations receive additional medical coverage with a trauma team and a minimum of two

ambulances with drivers and aid men. The 68th Medical Detachment will place an alert aircraft on standby at the nearest airfield for personnel drops.

(6) The radio operator may double as the drop-zone safety officer or the assistant drop-zone safety officer.

(7) A parachute-recovery detail will be used as required.

(8) Per range control procedures, the airborne commander will establish radio or telephone communications. Airborne operations will not be conducted if communications with range control are lost.

c. Army aircraft. Normally airborne/airdrop support should be supported using United States Air Force aircraft. Using Army aircraft for airdrop training should be minimized except when tactically feasible or when Air Force aircraft are not available to support pay-hurt/pay-loss jump will be scheduled on a bi-monthly basis in which a maximum of 50 parachutes will be drawn for a Saturday jump from a rotary wing aircraft.

d. Joint inspection. Joint inspection of airdrop loads will be conducted per AR 59-4.

e. Safety and malfunction reports. Units involved in airborne operations will maintain an updated file of accidents resulting from airborne/airdrop training.

(1) An Airborne Flash Report will be immediately submitted by the malfunction officer/NCO or drop-zone safety officer in the event of an accident or incident involving equipment or parachutists.

(2) Accidents within the USARAK area of responsibility will be reported to the range officer in charge/servicing range control operations who will notify: Commander, USARAK, Attention: Chief Plans and Operations, Fort Richardson, Alaska Command Operations Center, DSN number 384-6666; facsimile number 384-2002. At a minimum the following will be reported:

(a) Unit involved and name of airborne commander.

(b) Location, type, and time of incident/accident.

(c) Number of soldiers involved.

(d) Extent of injury or damage to equipment/property.

(e) Identification and status of injured soldiers, i.e., condition and how and where evacuated.

(f) Existing conditions at time of incident/accident.

(g) Type of aircraft and unit designation.

(3) Accidental injury or property damage will be reported per AR 385-40 using DA Form 285 and submitted to: Commander, USARAK, Attention: Chief, Plans and a parachute fatality occurs, follow procedures in AR 59-4.

D-8. Jump sustainment training

a. Prejump sustainment training. All parachutists will attend required prejump sustainment training within 24 hours before the drop. The airborne commander/jump master has the authority to refuse to manifest jumpers who have not attended the scheduled prejump sustainment.

b. Permissive jump status.

(1) Authority. Authority to approve permissive jump status requests for personnel in the rank of colonel and below rests with the USARAK commander. Personnel on permissive jump status will be reported to: Commander, USARAK, Attention: APAG.

(2) Qualification requirements. Personnel requesting permissive jump status must show justification for the request. Maintaining parachute proficiency while in a nonairborne position will not be the sole basis for approval. Approval will be contingent on a mission requirement to jump.

(3) Nonwaiverable requirements. The following requirements may not be waived:

(a) Requesting soldiers must have at least 3 cumulative years of previous parachute duty.

(b) Hazardous duty orders will not be issued since jumping is not an essential part of military duties.

(c) Permissive jumps will be conducted on a space-available basis only and will not increase flying hours or the use of other resources.

(d) Jumps performed under permissive status will qualify for senior/master rating. However, time on permissive status does not count as time on jump status. A copy of DA Form 1306 may be obtained from the jump master/airborne commander for verification.

(4) Request procedures. Memorandum requests accompanied by a statement of justification will be submitted through the chain of command to the servicing personnel service center/company. The personnel service center/company must ensure that—

(a) Requesting soldiers are serving in positions closely aligned with airborne elements and that the request includes the reason and justification for the requirement.

(b) Requesting soldiers conform to the medical provisions of AR 40-501.

(c) Authorization for permissive jumping does not exceed 180 days. Approval for ad hoc permissive static line parachute jumping is a “one time” approval to participate in a jump during a special occasion.

(d) Requests for approval of permissive jump status are forwarded to the appropriate approving agency.

(5) Training requirements. Personnel on permissive jump status must coordinate through proper channels for refresher training. A jump master on jump status may be designated to conduct refresher training that will include a minimum 3-hour block of instruction consisting of—

(a) Parachute orientation. Donning, characteristics, and construction of the parachute equipment and possible equipment malfunctions.

(b) Actions in the aircraft. Procedures and commands from hook up to exit.

(c) Actions after exiting the aircraft. Control canopy, types of malfunctions, and in-air emergencies.

(d) Landing emergencies. Parachute landing falls including all four directions and response to landing emergencies of water, wire, and tree landings. All parachutists will successfully complete this performance.

(e) All parachutists will attend required prejump sustainment training.

(f) Personnel assigned to an airborne designated MTOE slot who are not current (have not jumped within 6 months) must attend jump refresher as outlined in FM 57-220 and the USARAK Airborne SOP.

D-9. Air-to-ground operations training

Success on the modern battlefield will be dependent on our ability to coordinate and implement precise air-to-ground operations. Units should conduct air-to-ground operations training whenever United States Air Force aircraft and/or United States Army attack helicopters are available.

a. Tactical air support is the combination of counter-air, tactical airlift, tactical air reconnaissance, air interdiction, and close air support operations conducted in support of land forces. There is limited availability of air support and maneuver space to use them. It is essential that well-thought-out and prepared tactical exercises are conducted.

b. Before participating in air-to-ground operations, unit commanders will ensure that designated individuals are trained as much as possible. The minimum training requirements are:

- (1) Aircraft recognition.
- (2) Coordination with and use of United States Air Force tactical air control party.
- (3) Procedures for requesting tactical air support/close air support.
- (4) Procedures for marking enemy targets.
- (5) Procedures for marking friendly positions.
- (6) Use of tactical reconnaissance; e.g., side-looking airborne radar, infrared, photographic, and visual as an element of target acquisition.
- (7) Preparation of air fire plans and tactical air reconnaissance plans.
- (8) Suppression of enemy air defenses.
- (9) Use of special type missions; e.g., smoke, illumination, leaflet drop, etc.
- (10) Use and coordination of communications with United States Air Force resources.

D-10. Aviation training

a. General.

(1) Aviation training programs will be developed based on the commander's analysis of the unit combat mission, the unit, soldier's manuals, and the aircrew training manuals. The commander's analysis must identify critical individual and collective tasks essential for successful unit battlefield operations (its METL). Units that do not have published ARTEP documents will develop plans based on other aviation units' ARTEP, existing aircrew training plans, and the commander's analysis of the mission statement.

(2) Commanders must strive to increase flying-hour productivity. Maximum training benefits will be reached by matching individual training needs with routine support-mission requirements.

b. Specific aviation training requirements.

USARAK Regulation 350-1

(1) Geographical training. Commanders will include in their training program geographical area or environmental flight training, such as mountains, over-the-water flying, and cold and tropical weather flying.

(2) Meteorological training. Weather instruction, with emphasis on hazards of day and night visual flight rule flights during marginal conditions, will be conducted semiannually for all aviators.

(3). Deployment training.

(a) Soldiers must be familiar with the methods of loading, transporting, and unloading Army aircraft. Load plans will be developed and maintained. Units will conduct deployment rehearsals frequently to sustain load-out proficiency.

(b) Commanders will ensure units are trained and are current on implementation of deployment plans. Annually, soldiers will be briefed on operations security in regard to unit contingency plans.

(4) Aircraft Specific aircrew training requirements.

c. Emergency aircrew evacuation training.

(a) Crewmembers will receive annual orientation and refresher training on emergency evacuation procedures from assigned aircraft.

(b) Supporting fire-and-crash rescue teams should participate when possible. Training should include—

(1) Crew briefing.

(2) Ditching and underwater evacuation.

(3) Simulated engine shutdown.

(4) Release from safety awareness.

(5) Emergency exit procedures.

(6) Emergency door release and jettison will be used when feasible.

d. Aviation life support equipment. All aircrew members, non-crew members on flight status, and frequent flyers will receive annual training in the operation, use, and operator maintenance of unit's aviation life support equipment.

Note. Frequent flyers include explosive ordnance disposal team members, members of the Long Range Surveillance Detachment, medical personnel performing medical evacuation duty, or anyone designated by the commander as requiring training.

e. Aircrew over-water survival training.

(1) Crew members, non-crew members on flight status, and frequent flyers in appropriate geographic areas will receive annual cold weather survival training.

(2) Over-water survival training will consist of initial qualification and annual refresher training. Commanders will establish the program of instruction for their over-water qualification program. All training will be documented.

(3) Initial qualification will consist of two phases.

(a) Phase I will include training in survival techniques, egress, search and rescue and, the use of aviation life support equipment. A written examination will be used to test proficiency.

(b) Phase II will be conducted in a pool or other water environment. Crewmembers will demonstrate their ability to deploy and use floatation devices. Safety precautions will be used at all times.

(4) Annual refresher training will include at a minimum those items outlined in Phase I.

f. Aircrew cold weather survival training.

(1) Crew members, non-crew members on flight status, and frequent flyers in appropriate geographical areas will receive annual cold weather survival training.

(2) Annual, cold-weather survival training will consist of initial qualification and annual refresher training. Commanders will establish the program instruction for their cold-weather-survival qualification program. All training will be documented.

(3) Initial qualification will consist of two phases.

(a) Phase I will include training in cold-weather survival techniques, egress, search and rescue, and use of aviation life support equipment. A written examination will be used to test proficiency.

(b) Phase II will be conducted in a field environment when temperatures are expected to be below 0 degrees Fahrenheit. Crewmembers will demonstrate survival techniques learned in Phase I. The aircraft will carry cold-weather gear.

(4) Annual refresher training will include at a minimum those items outlined in Phase I.

D-11. Expanded relations program

USARPAC arranges for active and reserve component individual and small unit training as part of its interactions with over 30 nations in the United States Pacific Command area of responsibility. These activities are coordinated through the International Military Affairs Division, Office of the Deputy Chief of Staff for Military Operations and Plans Training.

a. Expanded relations program and individual relations training.

(1) Pacific Armies Look Exercise. This is a short-term junior officer/NCO/enlisted soldier exchange program between United States Army personnel and the ground forces of allied and friendly armies. The program, which began in 1979, is designed for duration of up to 3 months, giving participants an opportunity to contribute to the unit being visited. The interchange of ideas, both professional and cultural, produces immediate tangible benefits as well as long-term value as these junior leaders rise to positions of greater responsibility in their own defense establishments. The USARAK point of contact is the G3 plans and operations division.

(2) Military schools. USARPAC coordinates directly with United States attaches and foreign armies to arrange for attendance by United States Army personnel at foreign army schools. These efforts have resulted in expanded United States attendance at military schools in India, Malaysia, Brunei, and Bangladesh. The USARAK school's point of contact is the G3.

b. Expanded relations program-related small unit training. In addition to Joint Chiefs of Staff-sponsored exercises, USARPAC sponsors a number of small-unit exercises overseas and stateside with the armies

of foreign nations. These exercises may be unilateral or bilateral and range in size: from squad through company plus. The USARAK point of contact is the G3 plans and operations division.

(1) Unilateral exercises. These deployments consist primarily of civic action type engineer, medical, or disaster preparedness planning team deployments, as well as disaster assistance to smaller developing nations, which have no formal military organization. They may also include a band visits.

(2) Bilateral exercises. These consist of a variety of small unit exercises as follows:

(a) Civic-action type engineer and medical exercises with foreign armies.

(b) One-way overseas tactical field training exercises including the BADGE series of special operations forces exercises.

(c) Oversea media and special skill-related deployments such as band visits, mountaineering expeditions and sports competitions.

(d) Two-way small unit (overseas and United States based) FTX and command post exercises exchanges.

(e) One-way (United States based) exercises with small units from other nations.

D-12. Joint Airborne/Air Transportability training

The JA/ATT program is a United States Air Force-funded program designed to provide basic airborne and proficiency training in a joint environment. JA/ATT offers the services and the Military Airlift Command an opportunity to jointly develop knowledge, procedures, and proficiency in airdrop and air assault operations. JA/ATT missions will be planned simulating a combat environment with austere operating conditions. Further guidance and information can be found in USARPAC 350-41, and the USARAK Airborne SOP.

a. Headquarters, Military Airlift Command, in conjunction with United States Army Forces Command, holds a monthly JA/ATT conference for the purpose of scheduling and projecting JA/ATT requirements.

b. This conference is held at various continental United States locations. Installations wishing to schedule JA/ATT support should send a representative to this conference.

c. The USARPAC office of the deputy chief of staff for military operations and plans training, training division will send a representative to act as the major command observer and to provide assistance to USARPAC units.

d. The Pacific Airlift Management Office sponsors a similar type program on a quarterly basis at selected Pacific sites. Units are recommended to send a representative to these meetings. USARPAC will attend as required.

e. The USARPAC office of the deputy chief of staff for military operations and plans, training division is the proponent for supervision, coordination, guidance and policy for JA/ATT operations in USARPAC. The deputy chief of staff for operations and plans is the Army validator for USARPAC JA/ATT requests.

(1) In USARAK, the G3 training division, air section will act as the coordination representative for JA/ATT operations in their geographical area. Direct coordination with United States Army Forces Command and Air Force units for JA/ATT support is authorized provided an information copy of all JA/ATT requests are furnished to Commander, USARPAC, Attention: APOP-TR and the Pacific Airlift Management Office, Headquarters Pacific Air Forces (LGT-PAMO), Hickam Air Force Base, Hawaii 96853. USARAK will follow the procedures in USARPAC 350-41, and the USARAK Airborne SOP.

USARAK Regulation 350-1

(2) USARAK units will submit United States Pacific Command JA/ATT forecasts through the G3 training division, air section to Commander, USARPAC, Fort Shafter, Hawaii, and APLG-TR per USARPAC Regulation 59-1.

f. Providing fire protection at non-Military Airlift Command locations is a user responsibility. Users will follow guidance per Pacific Air Force Pamphlet 76-1.

Appendix E
Off-Post Training

E-1. Definitions

a. A maneuver permit is a document prepared by the Alaska District Engineer permitting USARAK to use non-Army land for a specific purpose and time.

b. A maneuver is any Army training exercise, regardless of size, approved by the G3 or higher level of command.

E-2. Procedures for requesting off-post training areas

a. Requests for maneuver permits will be submitted per USARAK Regulation 405-2 to the Directorate of Public Works, Attention: APVR-RPW-BMR, through the G3, Attention: APVR-RPTM-T. The G3 training division will screen the request to determine that a valid training requirement exists and certify that no Army lands are available to fulfill the requirement. They will also review the request certification to ensure the location and the methodology of the request is correct.

b. Requests will be submitted a minimum of 110 days before the date of maneuver, as the request must go through several federal and state agencies.

c. Exceptions to the specified time period may be approved verbally in cases of emergency. A verbal request does not relieve the requestor of the responsibility of providing a formal written request. The minimum time allowable is 60 days, and then only under unique circumstances.

d. Initial requests will include—

(1) The purpose and date of the exercise.

(2) The number of personnel participating.

(3) The name and organization of the officer in charge.

(4) The number and types of vehicles and equipment to be used.

(5) Six United States geological survey maps depicting, but not limited to—

(a) The boundaries of exercise area.

(b) The location of bivouac sites, troop concentration, river crossings, landing areas, and drop zones, etc.

(c) The major access routes, both ground and air.

(d) One original copy of the environmental assessment. Technical assistance in preparing the environmental assessment may be obtained by contacting the Directorate of Public Works, Environmental Office, Attention: APVR-RPW-EV. An environmental assessment is not required for Spencer Glacier or Knik Glacier.

(6) A statement as to whether live ammunition or pyrotechnics will be used.

(7) A general scenario of exercise.

E-3. Off-limits areas

Nonmilitary buildings and improvements, cultivated fields, recreational areas, and unpermitted lands that are within or adjacent to maneuver or exercise areas are considered off limits for maneuver purposes.

E-4. Spencer Glacier and Knik Glacier

Requests for glacier training areas must be submitted to the G3 training division by 15 February each year. A minimum of two cadres trained by the Northern Warfare Training Center, or equivalent, must be present on the glacier during all training.

a. Spencer Glacier.

(1) The glacier is available from 15 June to 15 September.

(2) Access to Spencer Glacier is by Alaska Railroad from Portage (south of Anchorage). The unit is responsible for providing its own transportation to Portage.

(3) The maximum number of soldiers authorized at one time is 150.

(4) The unit is responsible for backward planning to ensure ample time is allowed for loading and unloading personnel and equipment to ensure the train remains on its schedule. The G3 training branch will coordinate the pick-up and departure times with the railroad for all units.

(5) No motorized machines can be used except one command/control/logistic helicopter flight each day. Emergency medical evacuation may be used.

(6) A base camp/helicopter-landing zone will be established next to the railroad siding. Glacier access is on foot.

(7) No weapons, ammunition, or pyrotechnics will be carried except the bear-management weapon issued by range control and the associated active control measure ammunition.

(8) All waste (trash and human) will be backhauled.

(9) No wood fires will be made.

(10) The G3 will request renewal of the permit by the directorate of public works to the United States Forest Service by 1 March each year.

b. Knik Glacier.

(1) The glacier is available from 1 June to 30 September and is limited to five, 1-week deployments. No training is permitted on holidays or weekends.

(2) Access to the Knik Glacier is by helicopter. The unit is responsible for coordinating for helicopter support.

(3) The maximum number of soldiers authorized at one time is 150.

(4) Activities are limited to those contained in the Company Level Mountain and Glacier Training Plan, dated 28 November 1989, found in the Knik Glacier Site Management Plan.

USARAK Regulation 350-1

(5) Units will follow the site plan illustrated in the Knik Glacier Site Management Plan published by the G3 each year. All stipulations of the management plan will be followed including bear-management training and after action reporting.

(6) All waste (trash and human) will be backhauled daily.

(7) No weapons, ammunition, or pyrotechnics will be carried except the bear-management weapon issued by range control and the associated active control measure ammunition.

(8) Only military issued clothing, tentage, ropes, etc., will be used.

Appendix F Risk Management

F-1. Chapter information sources

- a. FM 3-100.12
- b. FM 100-14
- c. FM 101-5.

F-2. Five-step risk management process

Leaders at all levels will utilize risk management procedures to integrate safety into the planning, preparing, and execution phases of all operations to effectively accomplish the mission and provide protection against accidental loss of personnel and equipment. The following guidance will be used throughout the command:

- a. Leader's risk management guide.

(1) Identify hazards. Identify the hazards associated with the operation. Hazard identification involves a close look at each phase of the training or operation.

(2) Assess the hazards to determine the risks. Determine risk implications. Two questions must be answered:

- a. What is the probability likelihood of a mishap?

b. What is the severity (effect) or degree of injury, illness, death of personnel, equipment damage, or loss? The factor of Mission, Enemy, Terrain, and Weather, Troop, Time Available, and Civilians provide a sound framework for identifying hazards when planning, preparing, and executing operations.

(3) Develop controls and make risk decisions. If risk elimination is not possible, then risk must be controlled without sacrificing essential mission requirements. The commander must compare and balance the risk against mission expectations. Some examples of controls are:

- (a) Selecting a course of action that avoids identified hazards.
- (b) Providing protective clothing, equipment, safety, and security devices.
- (c) Planning training, including rehearsals, rock drills, battle drills, and so forth.
- (d) Providing warning signs and signals.
- (e) Developing terrorist attack warning systems and response plans.

(4) Implement controls. The procedures for controlling risk must be integrated into plans, orders, standing operating procedures, written and verbal orders, preliminary training, and through other channels that ensure the procedures will be effectively used during the actual operation. Implementation involves the entire chain of leadership as a team, assuring that the full range of approved operational risk controls are in place and ready to go.

(5) Supervise and evaluate. The leader uses the same supervision techniques (on-the-scene, spot check, performance indicators) to monitor risk controls that are used to monitor overall operations. Continually assess operational risks and evaluate results, including the effectiveness of risk-management controls.

b. The three basic rules for the application of risk management, regardless of the level of command, are:

(1) Accept no unnecessary risk. Commanders compare and balance risks against mission expectations and accept risks only if the benefits outweigh the potential costs or losses. The leader who has the authority to accept a risk has the responsibility to protect his/her soldiers from unnecessary risk. An unnecessary risk is risk that could be reduced or eliminated and still accomplish the mission.

(2) Make risk decisions at the appropriate level of the chain of command. The commander should address risk guidance in his/her commander's guidance. The decision to accept or reject a risk must be made at the level of command consistent with the implications of the risk. The leader who will be held directly accountable for the decision should make the decision. Small-unit commanders and first-line leaders are going to make risk decisions in combat, and as much as possible, they should make them in training. Risk decisions should be made at the appropriate level. Decision levels for residual risks are as follows.

(a) Extremely high—major subordinate command/major command commander.

(b) High—brigade/major subordinate command commander.

(c) Moderate—battalion commander.

(d) Low—company commander.

(3) Integrate risk management into mission planning, preparations, and execution. Leaders and staffs continually identify hazards and assess both the accident and tactical risks. They develop and implement control measures and determine the residual risk in order to evaluate course of action. They integrate control measures in staff estimates, operation plans, operation orders, and the planning preparation, and execution of missions.

F-3. Risk management worksheet

All missions require a written risk assessment. Risk assessments will be performed, categorized, and approved using the following guidance.

a. Written risk assessment will be maintained for the duration of the mission plus 1 year for inspection.

b. The risk assessment worksheets in FM 100-14, appendixes 2 through 10 (see fig F-1) will be used to document application of the five-step, risk management process for mission or individual tasks during the planning, preparation, and execution of training and combat missions.

c. The standard Army risk assessment matrix (see fig F-2) will normally be used to rate the degree of risk. This will serve to standardize the degree of risk terminology. Normally, a risk rate as "extremely high risk" on the matrix will be a risk that can be accepted at the highest deployed commanders level for the operation. The highest level commander in the deployed area of operation will be the extremely high risk authority. Risk decisions should be evaluated to the next higher level of command if appropriate assets, resources, or expertise are not available at that level to reduce the degree of risk to an acceptable level.

1. Organization and unit location:					2. Page ____ of ____						
3. Mission/Task:			4. Date/Time Group Begin: End:			5. Date Prepared:					
6. Prepared by: (rank, name, duty position)											
7. Operational phase in which the mission/task will be conducted:											
8. Identified Hazards	9. Assess the Hazards: Initial Risks:				10. Develop Control Measures for Identified Hazards: Specific measures taken to reduce the probability and severity of a hazard).	11. Make Risk Decisions: Remaining risks:				12. How to Implement Controls: Include SOPs, references, written and verbal orders, etc	13. Supervision and evaluation by: Continuous leader checks, buddy system, situation reports, etc.
	L	M	H	E		L	M	H	E		
14. Remaining Risk Level After Countermeasures are Implemented: (circle one). LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)											
15. Risk Decision Authority: (approval authority signature block)											
If initial risk level is moderate, high or extremely high, brief risk decision authority at that level on controls and countermeasure used to reduce risks. (Signature indicates that the appropriate risk decision authority was briefed of the initial risk level, control measures taken and appropriate resources requested).											

Figure F-1. Risk management worksheet

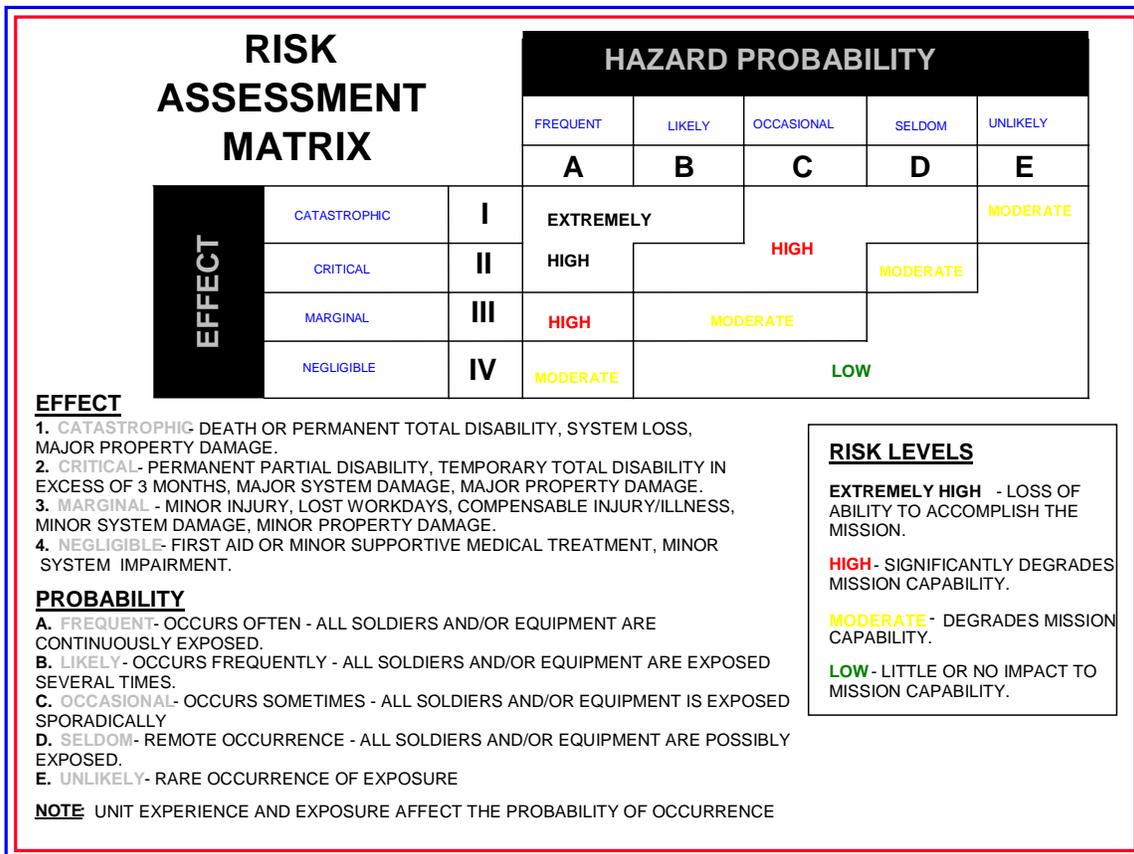


Figure F-2. Risk assessment matrix

F-4. Fratricide risk assessment

Fratricide is the employment of weapons and ammunition with intent to kill the enemy or destroy his/her equipment or facilities that results in unforeseen and unintentional death or injury to friendly personnel. In training, when a soldier is killed during an LFX, it is called an accident. In combat, the same occurrence is called fratricide. The cause and effect are the same.

a. Fratricide incidents are caused by many contributing factors or preconditions. As an example, incomplete planning or poor maneuver control can cause forces to converge or intermingle on the battlefield. This density increases the likelihood of a friend-on-friend engagement as the battle tempo increases. Mistakes in this environment can result in tragic losses that may have been prevented by well-trained leaders and soldiers.

b. Fratricide's effects can be devastating. Fratricide increases the risk of unacceptable losses and mission failure. While it will be difficult to completely eliminate fratricide, well-trained leaders, supervisors, and soldiers can contribute greatly to reducing fratricide risk. The Center for Army Lessons Learned at the United States Army Combined Arms Command in Fort Leavenworth, Kansas, has published in the Center for Army Lessons Learned Handbook (Edition 92-3, March 1992, Fratricide Risk Assessment for Company Leadership and 92-4, April 1992, Fratricide, Reducing Self-Inflicted Losses). This is excellent guidance for conducting fratricide risk assessment and management controls for war-fighting leaders.

USARAK Regulation 350-1

Use of the handbooks assist commanders and leaders in planning the use of weapons and ammunition in training and combat. Copies of these handbooks are available online at:

(1) <http://call.army.mil/Products/HANDBOOK/92-3/92-3TOC.htm>.

(2) <http://call.army.mil/Products/NEWSLTRS/92-4TBLCN.HTM>.

c. Training restrictions, such as surface danger zones and limits of fire are frequently considered training detractors and can be used in fratricide prevention and range safety. In real world situations, units will have friendly forces on their flanks that will impose fire and maneuver restrictions. By using friendly positions as the reason for surface danger zones and limits of fire in training, fratricide prevention will become a part of routine training.

Appendix G
Donnelly Training Area Coordination Procedures

G-1. Scope

a. All training conducted by USARAK units at Fort Greely's Donnelly Training Area will be coordinated with the USARAK G3. The USARAK G3 point of contact is the Donnelly Training Area range manager at Fort Greely. The range manager's telephone number is 873-4714; the facsimile number is 873-4723. The Donnelly Training Area range manager will forward requests for installation support services to Fort Greely's United States Army Garrison for coordination and approval.

b. This appendix provides procedures that all USARAK units will use to coordinate installation support for training at Donnelly Training Area.

c. Installation support services are extremely limited and are frequently unavailable at Donnelly Training Area due to schedule conflicts and garrison restrictions.

d. Basic considerations to be coordinated are addressed below.

G-2. Procedures for requesting the Donnelly Training Area

a. Requests for use of Donnelly Training Area will be submitted through the USARAK G3, Attention: Donnelly Training Area Range Manager. The Donnelly Training Area range manager will forward requests for installation support services to the Fort Greely United States Army Garrison commander. USARAK units are not authorized direct coordination with the Fort Greely United States Army Garrison without the approval of the USARAK G3.

b. Requests for training areas for units larger than a company will be submitted a minimum of 45 days before the training date, as the request must go through several staff and command agencies. Units of company size and smaller, that are completely self contained and do not require any installation support services from United States Army Garrison at Fort Greely, may reserve training areas a minimum of 2 weeks out.

c. Initial requests will include—

(1) The purpose and date of the training.

(2) The number of personnel participating.

(3) The name and organization of the officer in charge.

(4) The number and types of vehicles and equipment to be used.

(5) A description of the training area, requested installation support services required from the United States Army Garrison Fort Greely, which includes but is not limited to—

(a) Training area boundaries.

(b) The location of bivouac sites, troop concentration, river crossings, landing areas, drop zones, blackout drive areas, and traffic control points, etc.

(c) The major access routes, both ground and air.

(d) Clarification as to whether lands contained within the boundaries of Allen Army Airfield are requested. If so, complete details of proposed use, and support requested will be required.

USARAK Regulation 350-1

Communication integration and communications support requests must be fully explained as air safety may be affected if air navigational aids are interfered with during training.

(e) Smoke operations desired during the exercise, location, date, time, and duration windows.

(6) A statement as to whether live ammunition or pyrotechnics will be used.

(7) A copy of the training scenario.

G-3. Fort Greely general restrictions, requirements, and services information

a. Routes in and out of main post/cantonment area. USARAK tactical vehicles are not authorized on Fort Greely cantonment without approval from the USARAK G3. This includes leaders' reconnaissance of training sites and training-site surveys. Tactical vehicles are not authorized entrance or exit through the main gate. Only HMMWVs, cleared by the USARAK G3, that are conducting official business with a post agency, will be allowed on main post. All tactical vehicles will enter the cantonment area through the Patricia Pike access point (grid coordinates WG 618959), which will be manned by the using unit and locked when not in use or manned. Tactical vehicles are prohibited from entering the post housing areas. Convoys will enter the training area through the Battalion Bivouac site off the Richardson Highway (grid coordinates WG 596908). The use of blackout-drive lights on the cantonment area and Richardson Highway is prohibited. Speed limits are strictly enforced on Fort Greely and USARAK vehicles will comply with all traffic laws. All tactical vehicles are required to have a supply of plastic garbage bags to use for trash collection.

b. Class I storage areas. Class I storage will be limited to the hangar on Allen Army Airfield. NO SOLDIERS WILL SLEEP IN THE HANGAR. Soldiers who work in the hangar during the exercise will have a sleeping area outside the hangar.

c. Hangar use as a holding area. Units will be allowed limited use of the Allen Army Airfield hangar during the insertion phase of an exercise. This will normally be limited to less than 8-hour period. Vehicles will not enter the hangar. No ammunition, simulators, or pyrotechnics are allowed in the hangar. Troops will not be allowed to loiter in or near the hangar.

d. Tentage on Allen Army Airfield. Tents used for sleeping purposes will be erected with a clear space of 10 feet between each tent and 50 feet from any structure. Vehicles and equipment with internal combustion engines shall not be parked or placed within 20 feet of any tent or air-supported structure without the signed approval of the Fort Greely fire chief. Extension cords will not be run from the hangar or any power pole to any tent that is used for sleeping purposes. Only Army-approved heaters will be used in tents and they must be in safe operating condition.

e. Airfield support building/shower facility. This facility is available to training units upon approval of request. Units are accountable for manning, safeguarding, and cleaning the facility before their departure. Donnelly Training Area range control personnel will conduct an inspection and clearance of the facility prior to unit departure.

f. Refueling air assets. This support is not normally available to visiting units and no support is available without advanced coordinated approval.

g. Refueling vehicle assets. Bulk refueling can be requested with specific date/hour duration windows and for requested quantities. Unit vehicles will be refueled in the field, and no individual vehicles will refuel at Fort Greely post facilities. Units will provide refueling personnel at the bulk draw site as required and coordinated with Fort Greely.

h. Water points. Bulk water supply vehicles/trailers will have access to the post water distribution point. Unit supply officers will coordinate for water draws and control unit movements to and from the point.

USARAK Regulation 350-1

i. Aviation units. Coordination for use of Allen Army Air Field must include the following information: number of aircraft, airfield landings/staging, and aircraft parking plan. A risk assessment will be completed by the visiting unit and submitted along with the Donnelly Training Area usage request to Fort Greely. The risk assessment will include mitigating efforts concerning the lack of a crash/rescue team at Fort Greely.

j. Morale, welfare, and recreation facilities. All morale, welfare, and recreation facilities, including the gymnasium, are off limits.

k. Trash. All trash will be back hauled to home station. Dumping trash on Fort Greely or in Delta Junction is prohibited.

l. Human waste. Units will use the permanent latrines located in the Donnelly Training Area, contract for portable latrines on the economy, or double bag human waste and back haul it to home station.

Glossary

AR	Army Regulation
ARTEP	Army Training And Evaluation Program
ATF.....	Airborne Task Force
ATWESS	antitank weapon and pyrotechnic munitions
chap.....	chapter
CS	Combat Support
DA	Department of the Army
FORSCOM.....	U.S. Army Forces Command
FTX.....	field training exercise
JA/ATT	Joint Airborne/Air Transportability Training
LFX.....	live fire exercise
MACS	Multiple Arcade Combat Simulator
METL.....	mission essential task list
MILES.....	Multiple Integrated Laser Engagement System
MOBEX.....	Mobilization Exercise
MOPP.....	mission-orientated protective posture
MOS	Military Occupational Specialty
MSC	major subordinate command
MTOE	modification table of organization and equipment
MTP.....	mission training plan
MTSA	Military Training Specific Allotment
NBC.....	nuclear, biological, and chemical
NCO	noncommissioned officer
O5.....	lieutenant colonel
OPLAN	operation plan
S2	intelligence officer

USARAK Regulation 350-1

SBCT Stryker Brigade Combat Team

SERE survival, evasion, resistance, and escape

STP soldier training publication

TA-50 common reference for clothing/equipment issued per Common
Table of Allowances 50-900

TAMIS Training Ammunition Management Information System

TC training circular

TOW tube-launched, optically tracked, wireguided

TSC Training Support Center

USARAK U.S. Army, Alaska

USARPAC United States Army Pacific Command