

Training
FORCES COMMAND MOBILIZATION EXERCISE PROGRAM

History. This regulation supersedes FORSCOM/ARNG Regulation 350-23, dated 15 November 1989.

Summary. This regulation establishes the Forces Command (FORSCOM) Mobilization Exercise Program (FCMEP) and prescribes FORSCOM and National Guard Bureau (NGB) policy, defines responsibilities and establishes procedures for programming, budgeting, planning and conducting mobilization exercises directed or sponsored by the Joint Chiefs of Staff (JCS), Department of the Army (DA) or Commander, FORSCOM.

Applicability. This regulation applies to the Active Army, the Army National Guard (ARNG), and the US Army Reserve (USAR).

Supplementation. Supplementation of this regulation is prohibited without prior approval from Deputy Chief of Staff, G3/5/7 (AFOP-PL), FORSCOM, 1777 Hardee Ave, SW, Fort McPherson, GA 30330-1062. HQ FORSCOM will coordinate approval with NGB.

Changes. Changes to this regulation are not official unless they are authenticated by the Deputy Chief of Staff, G6s (AFCI-A), 1777 Hardee Ave, SW, Fort McPherson, GA 30330-1062. Users will destroy changes on their expiration date unless sooner superseded or rescinded.

Suggested Improvements. The proponents of this regulation are Deputy Chief of Staff, G3/5/7, FORSCOM and Chief, Mobilization and Readiness Division, NGB. Users are invited to send comments and suggested improvements on DA Form 2028

(recommended Changes to Publications and Blank Forms) to Deputy Chief of Staff G3/5/7 (AFOP-PLM), FORSCOM, 1777 Hardee Ave, SW., Fort McPherson, GA 30330-1062 or for the Army National Guard (ARNG), to Director, Army National Guard (NGB-ARR), 111 South George Mason Drive, Arlington, VA 22204-1382.

Restrictions. Approved for public release; distribution unlimited.

FOR THE COMMANDER:

OFFICIAL: JULIAN H. BURNS
 Major General, USA
 Acting Chief of Staff

ROGER C. SCHULTZ
 Lieutenant General, USA
 Director, Army National Guard

SIGNED
 WILLIAM T. LASHER
 Colonel, GS
 Assistant Deputy Chief of Staff, G6

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CHAPTER 1 General

1-1. Purpose

This regulation prescribes policy, procedures, and responsibilities for planning, programming, budgeting and conducting mobilization exercises directed by Joint Chief of Staff (JCS), Headquarters Department of the Army, (HQDA), or Commander, FORSCOM. This regulation covers participation of ARNG and USAR units and soldiers in the FORSCOM Mobilization Exercise Program (FCMEP) as described herein.

1-2. References

Required and related publications are listed in **Annex A**.

1-3. Explanation of abbreviations

Abbreviations used in this regulation are listed in the Glossary, **Annex X**.

1-4. Goal

The FORSCOM goal is trained and ready forces prepared to mobilize, deploy, fight and win on the battlefield. The act of mobilization is a common enterprise and preparing for it requires a firm consistent and reliable partnership within the mobilization community. The FCMEP provides a common direction and focus to meld diverse mobilization training requirements of each member of our mobilization community.

1-5. Scope

This regulation establishes the FCMEP and provides policy, planning and programming policy for the following exercises:

- a. Biennial JCS-sponsored Command Post Exercises (CPXs), which include Mobilization CPX.
- b. HQDA directed mobilization exercises, which include:
 - (1) Mobilization Station CPX (MS CPX).
 - (2) Mobilization Station Field Training Exercise (MS FTX)(CALL FORWARD (CF) Series.
 - (3) Presidential Reserve Call-up (PRC) Notice Exercise (OPTIMAL FOCUS (OF) Series.
- c. HQ FORSCOM directed semiannual mobilization exercises, including CONUSA and USARC, as either stand alone CPX or as part of a DA/JCS sponsored CPX.
- d. Local mobilization exercises (MOBEXs)¹ are scheduled and sponsored at the prerogative of CONUSA or FORSCOM installation commander.

¹ Mobilization exercises conducted by ARNG units in accordance with NGR 350-3, Army National Guard Mobilizations and Deployment Exercise Program, are not considered local MOBEXs for the purpose of this regulation. Scheduling, funding, and reporting will be accomplished as outlined in NGR 350-3. 3

1-6. Explanation of Terms

- a. JCS-sponsored Mobilization CPX - An exercise that focuses on a wide range of plans and operations and usually leads to reinforcement of selected unified commands. Objectives focus on varying levels of US mobilization and strategic deployment.
- b. HQ FORSCOM semiannual CPX – Conducted in the fall and spring, the HQ FORSCOM MOBEX Program will be composed of the HQ, usually one or both CONUSA, and HQ US Army Reserve Command (USARC). Participation of the USARC Major Subordinate Commands (MSCs) subordinates will vary; Regional Support Commands (RSCs), installations, and unit cells will participate as directed. One of the two annual CPXs will be three-four days in duration, conducted in the normal work day, and will execute a portion of a major war plan mobilization; the second annual exercise will be 7-10 days in duration, executed 24 hours per day, and will focus on mobilization for one or more major war plans.
- c. PRC Notice Exercise. Exercise designed to evaluate the viability of guidance in the Reserve Component Unit Commander’s Handbook (RCUCH), FC Reg. 500-3-3, for a Reserve Component (RC) unit to conduct alert, assemble, and home station (HS) activities in preparation for movement to MS. Exercise is to be conducted during inactive duty training (IDT) and will not require the unit to move from HS.
- d. Mobilization Station CPX (MS CPX). An exercise designed to assess the installation's mobilization plans, policies, procedures and systems at the functional staff level with only simulated participation by RC units. The exercise will be conducted during normal duty hours by active installations and on weekend by State-Operated Mobilization Stations (SOMS).
- e. Mobilization Station FTX (MS FTX). An exercise designed to assess an installation (with RC units participation) MS plans, procedures, systems and organization (i.e., Mobilization Table of Distribution and Allowances (MOBTDA)). The objective is to assess MS ability to accomplish mobilization and certification of onward movement of units pursuant to accommodating postmobilization training of designated RC forces. Selected RC units will participate in the exercise as part of scheduled Annual Training (AT) status and installation are encouraged to coordinate participation of their Individual Mobilization Augmentees (IMA) and members of the Individual Ready Reserve (IRR). This will require the MS to exercise the MOBTDA and support units. In addition, participating RC units will exercise applicable plans for Mobilization

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Phases III-IV.

f. Local MOBEX. A MOBEX sponsored by a CONUSA or FORSCOM installation as a local initiative and designed to satisfy the sponsor's requirements and performance objectives as required.

1-7. Program Methodology

The FORSCOM MOBEX Program is designed to be flexible and realistic. A variety of exercises allow headquarters, MS, and other commands/activities to examine and evaluate any or all aspects of the mobilization mission. Program provides Army-wide visibility of mobilization exercise initiatives at CONUSA, Corps and MS. It will facilitate long range planning and programming by:

- a. Incorporating JCS, HQDA and FORSCOM exercise planning and programming actions with milestones (**Annex B**).
- b. Consolidating MOBEX requirements (**Annex C**).
- c. Incorporating FORSCOM MOBEX Program as a training event at FORSCOM, ARNG, USARC and CONUSA Training Scheduling conferences.
- d. Providing CONUSA with annual FORSCOM Mobilization Exercise Planning Guidance (FMEPG). Guidance will include schedules, exercise objectives, scope, level of participation, and exercise evaluation.
- e. Providing US Army Special Operations Command (USASOC), Military Transportation Management Command (MTMC), Health Service Command (HSC), all other MACOM, NGB and USARC with annual FMEPG to facilitate process of resource allocation to support mobilization exercises.

1-8. Responsibilities

- a. Commander, FORSCOM
 - (1) As designated by HQDA (DAMO-ODM), serve as executive agent for developing and conducting the following DA-directed exercises: MS CPX, MS FTX, and PRC Notice Exercise.
 - (2) Plan and coordinate CONUSA, Corps, MS and RC participation in JCS-sponsored CPXs.
- b. DCS G3/5/7, FORSCOM will:
 - (1) Be the central FORSCOM authority for mobilization exercise policy and procedures.
 - (2) Coordinate mobilization exercises with FORSCOM staff, the NGB and USARC, CONUSA and Corps as needed.
 - (3) Establish a HQ FORSCOM semiannual mobilization CPX program in coordination with CONUSA and USARC.
 - (4) Establish FORSCOM basic mobilization policy prescribed herein.
 - (5) Coordinate with other Major Army Commands (MACOM) and NGB to ensure the timely

planning and development of exercises in support of the FCMEP.

(6) Coordinate proposed mobilization exercise participation by ARNG/USAR units with Chief, NGB and CDR USARC. This coordination will be accomplished annually by providing NGB and USARC the FMEPG for pertinent exercises to the ARNG/USAR. Use World Wide Training Scheduling Conference (WWTSC) to plan/exercise scheduled units.

(7) Update and publish annually NLT 1 May, FMEPG for program development, scheduling, and budgetary forecast. The FMEPG will provide exercise data for the out years and the necessary guidance for CONUSA, Corps, NGB, USARC and other commands, as required, to identify and capture funding requirements.

(8) Publish an exercise plan directive and Control Staff Instructions (COSIN) for each JCS-sponsored CPX. Level of participation varies at the direction of Chairman, Joint Chief of Staff (CJCS).

(9) Capture input on exercise funding requirements for JCS-sponsored CPXs (less US Army Training and Doctrine Command (TRADOC) installations), MS CPX, MS FTX, and PRC Notice Exercise.

(10) Program and budget funds to support FORSCOM participation in the FCMEP.

(11) Coordinate with other MACOMs to ensure funding is programmed and budgeted to support their installation/activity participation in the FCMEP.

c. Directorate of Public Affairs (PA), FORSCOM will:

(1) Be the central authority for public affairs guidance (PAG) for FORSCOM mobilization exercises.

(2) Review proposed PAG on exercises (e.g., JCS-sponsored CPXs, MS FTX and PRC notice exercise from CONUSA, obtain necessary coordination, and provide approved guidance.

d. Staff Judge Advocate (SJA) responsibilities are IAW AR 350-28, Army Exercises.

e. Other HQ FORSCOM staff directorates will:

- (1) Develop exercise policy, plans and objectives within their functional areas.

- (2) Assist subordinate commands in planning and conducting mobilization exercises.

- (3) Assist Deputy Chief of Staff (DCS) G3/5/7 in exercise data analysis and remedial actions within their functional areas in support of the development of subsequent exercise strategies.

e. Director, ARNG, NGB.

- (1) Approves and coordinates ARNG participation in the FORSCOM MOBEX Program through annual review and prior approval of guidance

pertinent to the ARNG as published in the FMEPG IAW AR 350-28.

(2) Ensures programmed funds are budgeted to support those exercises contained in the approved exercise program, as required.

(3) Identify participating units at WWTSC in coordination with FORSCOM, CONUSA, and Corps.

f. Commander, USARC will:

(1) Coordinate USAR participation in the FORSCOM MOBEX Program through annual review and prior approval of guidance pertinent to the Army Reserve (AR) IAW AR 350-28.

(2) Program funds for USAR participation in FCMEP, as required.

(3) Identify participating units at WWTSC in coordination with FORSCOM and CONUSA.

g. Commanders, CONUSA will:

(1) Participate in JCS-sponsored CPXs and in the FORSCOM semiannual CPXs IAW with FORSCOM exercise directives.

(2) Establish a CONUSA MOBEX Program to satisfy the requirements of this regulation.

(3) Annually update and publish, NLT 1 July, a CONUSA Six-Year MOBEX Schedule. Attend WWTSC for coordination of exercises with NGB and USARC.

(4) Coordinate with State Adjutants General (TAG) for State Area Command (STARC), SOMS, for unit participation.

(5) Coordinate with USARC for RSC and unit participation in the FCMEP at WWTSC.

(6) Designate and schedule MS (recommend through FORSCOM to NGB for SOMS) for MS CPX as required to support the FMEPG.

(7) Nominate to Commander FORSCOM, MS to conduct MS FTX as tasked in the FMEPG.

(8) Participate in the MS FTX as a playing higher headquarters control cell as well as providing exercise controllers and evaluators.

(9) Identify a program, in coordination with MS and the USARC RSC, USAR units to participate in MS FTX. ARNG units will be nominated through FORSCOM to NGB for participation. Use of WWTSC to finalize unit participation and plan out years' exercise and funding.

(10) Participate in the PRC Notice Exercise required by this regulation and exercise directives.

(11) Coordinate with and solicit from participating organizations, in biennial JCS-sponsored CPXs, (i.e., installations, STARC/RSC, other MACOM supporting activities, etc.) their funding requirements, and submit to HQ FORSCOM IAW guidance provided in Chapter 2 and Appendix D, this regulation.

(12) Submit after action reports as required by this regulation.

(13) CONUSA Public Affairs Office (PAO) will:

(a) Coordinate the public affairs policy for CONUSA mobilization exercises within its area of responsibility.

(b) Provide PAG from FORSCOM to installations, STARCs and RSC for dissemination.

(c) Provide FORSCOM PAO the PAG on CONUSA planned MOBEX 90 days prior to exercise date for approval.

h. The State Adjutants General (TAG). With consent of Chief, NGB, coordinate with CONUSA to establish STARC, SOMS, and ARNG unit participation and identification of funding requirements for exercises published in the annual FMEPG.

i. Commanders RSC will:

(1) Participate in the FORSCOM MOBEX Program as directed by USARC in coordination with CONUSA.

(2) Develop, conduct, and administer MOBEX to subordinate units at least every two years as prescribed by FORSCOM/ARNG/USARC Regulation 350-2, Reserve Component Training.

j. Commanders of installations designated as MS will:

(1) Participate in JCS-sponsored CPXs and HQ FORSCOM CPXs IAW FORSCOM, other MACOM, or, for SOMS, NGB exercise directives.

(2) Conduct a biennial MS CPX as programmed by CONUSA.

(3) Conduct MS FTX as programmed by FORSCOM.

(4) Identify and provide to FORSCOM, AFOP-PLM, thru CONUSA funding requirements to support the FCMEP (except for Training and Doctrine Command installations for JCS-sponsored CPXs).

(5) Submit after action reports (AARs) required by this regulation IAW Exercise Directive.

(6) Coordinate IMA support requirements, IRR and retiree participation with FORSCOM and Army-Personnel Command (AR-PERSCOM).

(a) Participation of IMA and IRR in AT status requires a minimum of 30 days advance coordination.

(b) Participation of IMA and IRR in an ADT/ADSW status requires coordination at least 6 months in advance to ensure funding is available.

(c) Retiree participation is limited and should be coordinated at the start of the fiscal year in which the exercise will be conducted, subject to availability of funds.

**CHAPTER 2
Programming and Budgeting Guidance**

2-1. General

a. This chapter provides policy and procedures for the administration of the mobilization exercise Management Decision Package (MDEP) which is used to fund Army participation in the FORSCOM MOBEX Program. This guidance will be used to ensure adequate funding is identified in the Program Objective Memorandum (POM) submission (for programming purposes) and in Command Budgets Estimate (CBE). See **Annex D** for a programming and budgeting matrix.

b. The MDEP TRST (code) is used by HQ FORSCOM (AFOP-PLM), to fund incremental costs generated during the planning and execution of MOBEX program.

(1) Incremental exercise costs are those actual and/or estimated costs incurred over and above normal operating costs for personnel and organizations participating in MOBEX IAW AR 350-28.

(2) Normal operating costs are those costs that are incurred daily in support of assigned or supported forces.

c. The policy and procedures in this chapter do not apply to TRADOC installation participation in JCS-sponsored CPXs or local mobilization exercises.

2-2. Program Strategy

The FORSCOM MOBEX Program provides a linkage between exercise planning, programming, and budgeting (**Annex A**). A cohesive and synchronized program will enhance FORSCOMs' mobilization preparedness by ensuring NGB, USARC, CONUSA, and mobilization stations are provided long range exercise guidance to support the programming of funds and preparation of an accurate, detailed budget.

2-3. Exercise Participation

Army units, headquarters, and supporting agencies, will participate in the MOBEX Program as needed to achieve objectives stated in AR 350-28 and support HQDA/FORSCOM MOBEX Program. Nominations of ARNG units to participate are channeled to FORSCOM to Director, ARNG, NGB-ARO-D, (mobilization and deployment branch) will coordinate the participation of ARNG units with each STARC.

a. The following guidance is to be used for exercise OF:

(1) All units identified in the RC structure are subject to participate pending availability from the

contiguous 48 states, District of Columbia, Commonwealth of Puerto Rico and US Virgin Islands.

(2) There should be a minimum of three years between selections of the same unit for participation in OF and CF exercises.

(3) Each STARC/RSC will nominate a minimum of five units for consideration prior to/ or during the AT Coordination Conference in the 1st Quarter each fiscal year (FY).

(a) Criteria on selection for three units will focus on:

- Units listed as early deployers against a Time Phased Force Deployment Data (TPFDD) list for projected JCS MOBEX.

- Units scheduled for Training Assessment Model (TAM) evaluation.

- Units scheduled for rotation to a Complex Contingency Operation (CCO).

- Units scheduled for Overseas Deployment Training (ODT).

- Units selected for CF exercise in that year.

(b) Criteria for the other two units will include elements of Enhanced Brigades, Divisions or Multi-Component Units.

b. The following guidance is to be used for exercise CF:

(1) All units scheduled for AT at designated installation conducting CF exercise that year.

(2) Units scheduled for rotation to a Complex Contingency Operation.

(3) Units will be selected for OF in that year.

(4) Units scheduled for TAM evaluation.

2-4. Budgeting and Funding

a. Forces Command provides funds to support incremental costs (over and above normal operating) of exercise support. Funded levels are based on the program level, the requirements and priorities established by FORSCOM, and the requirements of the exercise participation. The Preliminary Planning Estimate (PPE) and Field Budget Estimate (FBE)(discussed in FC 350-5, Joint Training Exercises, paragraph 2-5b) are the primary documents which MOBEX cost estimate are reported to FORSCOM. The installation Command Budget Estimate (CBE), or other budget reporting requirements may (as applicable) also be used as a methods of reporting exercise costs. Only those incremental costs (over and above normal operations) resulting from participation in the exercise will be reported. Normal operating costs of the unit will not be included.

(1) Normal operating costs are those costs that would be incurred by an installation participation in CF exercises.

(2) Detailed funding policy and definitions are provided in AR 350-28 and FC 350-5 Joint Training Exercises.

(3) Examples of properly and improperly chargeable obligations are found in AR 350-28, Annex B. FC 350-5, Appendix A, provides additional examples and clarification to this regulation.

b. Exercise Operations and Maintenance Army (OMA) funds will be administered as follows:

(1) All OMA funds furnished by FORSCOM, for conducting FORSCOM MOBEX will be allocated to the installations and CONUSA except SOMS. The SOMS will prepare exercise funding requirements and submit them to FORSCOM, AFOP-PLM, for funding IAW existing process.

(2) There are three separate funding reports required in support of MOBEX.

(a) Preliminary Planning Estimate due 18 months from scheduled date of exercises NLT July year before.

(b) FBE due on 1st quarter FY NLT 30 November.

(c) Final Cost Report (FCR) due 90 days after completion of exercise date.

(d) In all cases an FCR will be submitted by 15 October.

(e) All reports will use FORSCOM Form 253-R, Field Budget Estimate/Final Cost Report FBE/FCR, except for the PPE which may be submitted in memorandum format. Reports will be submitted through CONUSA for validation and forward to Deputy Chief of Staff, G3/5/7 (AFOP-PLM), FORSCOM, 1777 Hardee Avenue, SW; Fort McPherson, GA 30330-1062. Detailed instructions for the preparation of these reports are provided in Chapter 7, FC 350-5.

(f) FCMEP is a low cost exercise and request should be based on requirements and troop participation. No additional funds are available once funds are allocated.

2-5. Administration

a. Given JCS and HQDA five-year exercise planning guidance, FORSCOM annually publishes its FMEPG NLT 1 May.

b. CONUSA will annually submit a completed schedule for each exercise scheduled through Year Six to HQ FORSCOM (AFOP-PLM) NLT 1 July. CONUSA consolidated schedule will constitute the CONUSA Six-Year Mobilization Exercise Schedule.

2-6. Programming Process

a. Participating organizations annually submit, through CONUSA, their FBE input for each exercise

which identifies initial funding requirements for Year Six and updates funding requirements for Years Two through Five. This report allows HQ FORSCOM, other MACOMs, and NGB to ensure adequate funding is identified in the Program Years. This input is in lieu of the biennial field input submitted through resource management channels. An annual submission/update by CONUSA and other participating organizations will ensure each programming headquarters has current field input to manage changing requirements.

b. Upon receipt of the CONUSA Six Year MOBEX Schedules, HQ FORSCOM (AFOP-PLM), will take the following action:

(1) Ensure funding requirements submitted by FORSCOM organizations (CONUSA, Corps, USARC and FORSCOM installations) are programmed by HQ FORSCOM.

(2) Funding requirements submitted by ARNG organizations (SOMS) will be consolidated by FORSCOM (AFOP-PLM), and forwarded to NGB to be programmed. Roll-up ARNG funding levels will be provided to NGB for use in tracking and allocating ARNG funds.

(3) Funding requirements submitted by organizations of other MACOMs will be consolidated by FORSCOM (AFOP-PLM) and handled in accordance with type of exercise as follows:

(a) For JCS CPXs and local mobilization exercises, FORSCOM will forward to the owning MACOM (other than TRADOC) for their programming.

(b) For MS FTX and MS CPX, FORSCOM, in coordination with owning MACOM, will program all required funds by appropriate command code and appropriation.

(c) Funding requirements submitted by USARC MS will be consolidated by FORSCOM (AFOP-PLM) for programming for MOBEX.

(4) Reserve Personnel Account (RPA) funding requirements to support Individual Ready Reserve (IRR) Active Duty For Training (ADT) and IRR Active Duty for Special Works (ADSW) for all participating organizations will be consolidated by FORSCOM and forwarded to Chief, Army Reserve (CAR) for programming for MOBEX. MACOMs and NGB will be furnished copies displaying the requirements submitted by their subordinate organizations.

2-7. Budgeting Process

a. Other MACOMs and NGB establish policies and procedures for ensuring required funding is identified in respective budgets. HQ FORSCOM (AFOP-PLM) will annually provide other MACOMs

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and NGB with updated funding requirements as submitted through the CONUSA Six-Year Mobilization Exercise Schedule.

b. The following policy is provided.

(1) HQ FORSCOM will fund CONUSA and MS participation in the FORSCOM MOBEX Program annually.

(2) CONUSA, Corps and MS COBs will identify all incremental MOBEX funding requirements to FORSCOM (AFOP-PLM) two years out from scheduled exercise as Unfinanced Requirement (UFR).

(3) Allocation of funds by FORSCOM to fund CONUSA, Corps and MS UFRs will be based on the Exercise Budget Estimate pertaining to the applicable FY.

(4) Funds will be forwarded to CONUSA, Corps and MS late 1st Qtr of the FY upon determination of actual levels of available funds.

2-8. Final Cost Report (FCR)

Actual expenditure of funds will be reported through submission of a FCR.

a. This report is applicable to:

(1) All FORSCOM funded organizations.

(2) ARNG organizations and other MACOM organizations for those exercises funded by FORSCOM MOBEX Program.

b. Participating organizations will submit a FCR through CONUSA for roll-up. CONUSA will consolidate the individual FCRs, prepare a CONUSA Roll-up Report and submit to HQ FORSCOM (AFOP-PLM) NLT 90 days after completion of each exercise.

Chapter 3

Exercise/Program Design and Planning

3-1. General

a. Exercise planning must be long range and involve all exercise participants. All organizations and units having a supporting role in the mobilization functions being exercised must be identified as a participant and included in planning, design, and conduct of the exercise.

b. Mobilization exercises involving the participation of RC units will enhance the overall preparedness of the unit and not adversely impact on either IDT or AT status. The FORSCOM goal of a trained force prepared to mobilize, deploy, fight, and win is achieved through balanced integration and synchronization of warfighting, deployment, and mobilization tasks within a comprehensive unit training program. Mobilization, deployment, and warfighting tasks will be integrated whenever

possible during exercises and other training activities conducted during IDT and AT status. Commands sponsoring mobilization exercises involving participation of RC units must be sensitive to an adverse impact of poor planning and coordination on unit IDT and AT training programs.

c. Where possible, exercises should be combined and consolidated to reduce resource requirements.

d. Exercises will be designed to be a training scheduled event and allow subordinate commanders the freedom to innovate and test emerging mobilization concepts, processes, and procedures to the extent exercise objectives permit.

3-2. JCS-sponsored CPXs

a. JCS sponsors a biennial Mobilization CPX that requires participation down to MACOM level. Design of these exercises support participation and analysis of mobilization and deployment procedures down to CONUSA, STARCs, RSCs, MSs, and as required, RC unit cell level.

b. The FMEPG will provide the concept, scope, and level of participation of scheduled CPXs.

c. FORSCOM will publish an exercise directive for each CPX as required.

3-3. HQ FORSCOM directed semiannual CPX.

a. HQ FORSCOM conducts two CPXs per year focusing on mobilization in support of a CINC's major theater war plan. The intent of the exercises is to ensure that the staffs at HQ FORSCOM, the two CONUSAs, USARC, and their subordinate organizations are trained in execution of Forces Command Mobilization and Deployment Planning System (FORMDEPS). Planning and execution is the staff responsibility of G3/5/7 Plans.

b. The first of the two exercises will normally be a 3-4 day in duration, 8-10 hours per day, HQ-staff only event is to insure the policies, procedures, and SOPs are in place and effectively used to execute mobilization tasks. The second exercise will be 7-10 days in duration and include the CONUSAs and USARC; it may be conducted in conjunction with a JCS mobilization CPX or as a stand alone CPX. The complete mobilization chain from unit through installation to CONUSA and HQ FORSCOM will normally be exercised; the STARCs/RSC and USARC/NGB will participate as required.

c. For both exercises FORSCOM will establish an Exercise Planning Group (EPG) to provide the concept, objectives, level of participation, and the exercise directive and control instructions. The Assistant Deputy Chief of Staff, G3/5/7 (ADCSOPS) will lead the EPG and act as the Exercise Director.

d. The planning period for the 3-4 day

miniExercise will be six months; the planning period for the 7-10 day exercise will be 12 months. An initial, mid-term and final planning conferences will be conducted at a minimum.

3-4. Mobilization Station CPX (MSCPX)

a. The MS CPX is a HQDA directed exercise to be conducted biennially by each MS. The intent of the MS CPX is to provide the installation commander and staff a training opportunity to focus internally on mobilization and deployment tasks and procedures. As such, participation in a JCS-sponsored CPX does not satisfy the requirement for the MS CPX.

b. The goals of the MS CPX are:

- (1) Develop/enhance expertise in the installation's mobilization mission and requirements, and individual roles and responsibilities.
- (2) Identification of the resources required to support mobilization and deployment.
- (3) Evaluate installation mobilization and deployment plans, supporting Standing Operating Procedures (SOPs), Mobilization Master Plan, and MOBTTA.

c. CONUSA will schedule, in coordination with the MS and TAG for SOMS, each MS within the CONUSA for a biennial CPX. FORSCOM will coordinate with the owning MACOM or NGB for the tasking of non-FORSCOM installations to participate in a MS CPX.

d. The MS CPX will be designed to examine MS issues based on a realistic mobilization/deployment scenario. Installation commander will select pertinent issues for discussion and identification of problem areas. Appropriate action is then taken by the staff to resolve problems, document solutions, refine plans and procedures, and brief the commander.

e. Planning and execution of the CPX will be carried out at installation level. Exercise design and planning guidance, to include exercise objectives and potential discussion issues, will be provided biennially by a HQ FORSCOM Memorandum of Instruction (MOI). CONUSA will approve each MS's concept plan and dates for the CPX.

f. The CPX will be scheduled for a period long enough to determine/define problems and meet objectives, as directed by the installation commander. The SOMS may conduct the CPX on a weekend.

g. Exercise will provide for the maximum involvement of key post-mobilization players, as applicable; i.e., the designated post mobilization commander of the installation, individual mobilization augmentees (IMA), USAR Garrison Support Unit (GSU), Mobilization Assistance Team (MAT), SJA and other support activities (coordinating installations/support installations

(CI/SI), Medical Department Activity (MEDDAC), test, measurement, and diagnostic equipment (TMDE), etc).

h. CONUSA will assist the MS in implementing this program and will ensure each MS has programmed and coordinated adequate resources. CONUSA may evaluate selected exercises.

3-5. Mobilization Station FTX (CALL FORWARD)

a. The MS FTX is a HQDA directed exercise to be conducted by three MS per CONUSA every year or sooner subject to availability of funds and resources. FORSCOM will publish a Five year schedule directing each CONUSA to nominate three MS each given year. Each CONUSA will exercise three MS every year or sooner. The FMEPG will ensure that the selection of MS's is proportional between CONUSA, active and semi-active installations, and SOMS in order to gain full benefit of lessons learned at each type MS. If the CONUSA selects a site other than a FORSCOM installation, this headquarters will coordinate with the owning command or NGB, as appropriate.

b. This series of exercises is called CALL FORWARD (CF) followed by the last two digits of the fiscal year.

c. Intent of an MS FTX is to stress a MS, if possible, to evaluate installation capability to accomplish its deployment mission during the initial mobilization surge. The exercise will also develop an appreciation for and understanding of MS activities by participating RC units. Sufficient RC units will be selected to participate based upon AT schedules. CONUSA, in coordination with the MS, will determine dates, duration, and number of RC units to participate. The MS will be stressed on installation support capabilities, but not to the extent that the installation cannot adequately support mission essential training for both exercise and non exercise units. The WWTSC will be used to coordinate player unit with CONUSA and RC commands.

d. Some installations will not be able to achieve this goal because of AT schedule participation. As approved by CONUSA, these installations will adjust to stress on MS support capability without adversely impacting on RC unit training.

e. Maximum realism will be incorporated in all mobilization activities except when restricted by peacetime constraints that cannot be overcome during exercise design and development.

f. While the FTX focus is on MS mobilization plans and deployment procedures, exercise design and planning must consider participating RC units to ensure realistic and meaningful training.

- (1) RC units will participate in conjunction

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with AT or during Multiple Unit Training Assembly (MUTA) 5/6 as coordinated. Only assigned personnel, MTOE/TDA equipment and on-hand Common Table of Allowances (CTA) supplies/equipment scheduled for AT will accompany the unit to the MS. With TAG concurrence for ARNG and USARC concurrence for USAR, the training period may be up to 17 days with a maximum of two days for home station (HS) mobilization activities and 15 days AT at MS. Funding guidance is as follows:

(a) FORSCOM will fund incremental exercise costs.

(b) Personnel mandays in excess of a 15 day AT period will be funded by TAGs for ARNG. USARC will authorize use of AT funds to fund up to the 17 days. Identify additional requirements at WWTSC and put in the outyear budget.

(2) Units will alert, assemble and move to a MS IAW FORMDEPS 500-3-3, RCUCH and the Unit Mobilization File as part of AT events.

(3) Ensure required RC units are troop listed against the FTX during normal AT site/date planning and selection process.

(4) RC units will be under Operational Control (OPCON) of the MS commander for deployment related activities during MOBEX conduct. OPCON does not extend to normal AT training and administrative activities under the purview of the peacetime chain of command.

(5) The unit's priority mission during an exercise will remain its AT program as developed and approved IAW FORSCOM/ARNG Regulation 350-2. Priority mission of MS is its post mobilization mission which supports unit preparation to deploy. A balance to maximize training opportunities for both the unit and the installation can only be achieved through early initiation of a coordinated MS, CONUSA, and, for ARNG units, STARC planning effort. The MS must minimize the impact of reception and in-processing actions, e.g., SRP, on the unit's training time by making these requirements known to the unit in sufficient time to allow normal AT planning and the timely development of unit training schedules. RC units and their headquarters must be innovative in designing a flexible AT training program that reflects a realistic post mobilization scenario and accommodates MS exercise objectives.

(6) FORSCOM will coordinate selection of RC units with USARC and NGB to participate IAW the AT scheduling guidance in FORSCOM/ARNG Reg 350-2. This guidance pertains to actual AT site scheduling and does not negate the requirement for 5-year planning as required by FM 25-100, Training the Force. Instructions and modified milestones follows:

(a) MS will submit to CONUSA a draft troop list a minimum of 30 months (1 April) prior to the fiscal year in which the exercise is to be conducted. Only those units assigned to the MS IAW FORSCOM Training Evaluation Scheduling System (TESS) will be considered for nomination. Units scheduled for Complex Contingency Operations (CCO) must also participate in preparation for deployment.

(b) CONUSA will publish a draft troop list NLT than the following 1 May. Selection of USAR units will be coordinated with USARC. ARNG units will be nominated through FORSCOM to NGB for approval. The draft troop list will also be used by installations, CONUSA, FORSCOM, and NGB to support budget (i.e., COB) submission.

(c) Troop list will be approved NLT 1 December and incorporated into the MS draft AT schedule for Year Two. Scheduling of units for a MS FTX is now aligned with AT scheduling sequence except that it is one year ahead of normal AT scheduling. These milestones will allow units to be scheduled, fenced, and notified of their participation approximately two years out as well as accommodating a two-year budget cycle.

g. The FTX will be designed and planned to provide a realistic test of installation mobilization plans, specifically policy and deployment procedures for:

(1) Transition to and exercise of the MOBTDA organization to the extent available resources permit. Installation should program participation by all RC units with CONUS Sustainment Mission to the MS, IMA and selected IRR and retirees, if available. Although the MOBTDA cannot be fully executed, exercise design will provide for evaluation of MOBTDA adequacy in terms of organization, manpower (civilian and military), and equipment. Planning for MOBTDA exercise must consider and incorporate the mobilization role of the civilian work force in accomplishing the installation mobilization mission.

(2) Employment of late deployer units, GSU, and medical support units if assigned.

(3) Employment of the MAT.

(4) Reception of mobilized units and individuals.

(5) Inprocessing unit advance parties.

(6) Personnel inprocessing and SRP will be conducted to analyze installation capabilities to account for soldiers, provide service support to soldiers, and evaluate automated applications (both current and in development) designed to support mobilization and deployment.

(7) Conducting initial unit assessments for deployment validation purposes.

- (8) Command and control of mobilized units.
- (9) Logistical and administrative support of mobilized units.

(10) All automated systems reports, i.e., Status of Resources and Training System (SORTS) and Transportation Coordinator Automated Command and Control System (TC ACCIS).

(11) Personnel and equipment cross leveling/redistribution procedures (either manual or automated). No actual reassignment of personnel (except for IRRs assigned to a unit for AT) or equipment will take place; however, the MS will develop a personnel cross leveling plan and refine equipment cross leveling plan for each unit and provide a copy to the unit commander.

(12) Unit deployment preparation. As a minimum, installation will brief unit on deployment requirements, plans, (and) procedures, and assist unit in refining its Automated Unit Equipment List (AUEL) for deployment based on equipment cross leveling results.

(13) Training Base Expansion, as applicable.

h. Maximum planning should be carried out at the MS. CONUSA will approve MS FTX plans and assist MS by:

(1) Coordinating and ensuring adequate funding.

(2) Ensuring that required RC units are selected from schedule AT site/date planning and selection process.

(3) Coordinating mobilization automated system support.

(4) Coordinating with FORSCOM for IMA/IRR participation.

(5) Providing a CONUSA level response cell during conduct of the FTX.

(6) Providing exercise controllers and evaluators.

(7) Providing MAT to assist Installation Commander with validation.

i. CONUSA will also coordinate with appropriate STARC/RSC for exercising Phases II thru IV of mobilization for participating ARNG and USAR units.

j. HQ FORSCOM, as coordinated by DCS, G3/5/7, Plans Division, will:

(1) Task CONUSA to nominate a MS for a MS FTX.

(2) Coordinate with other MACOMs (HSC, ISC, etc.) for FTX participation.

(3) Support FTX with adequate resources.

(4) Ensure mobilization automated support systems and programs are operational during the FTX: Use of most STAMIS will be limited because of the cost factors to implement an exercise version. The FORSCOM developed Mobilization Level

Application Software (MOBLAS) will be used. Standard Installation/Division Personnel System (SIDPERS3) will not be used, there is no test/exercise mode currently in place. Coordination through the CONUSA to FORSCOM will be required to identify other STAMIS and/or software to be evaluated during the exercise (i.e., TC AIMS II, SORTS, etc).

(5) Provide a FORSCOM level response cell during the conduct of the FTX.

3-6. Presidential Reserve Call-up (PRC) Notice Exercise (OPTIMAL FOCUS):

a. Purpose of the HQDA directed PRC exercise is to test and evaluate capability RC units to alert, assemble, and accomplish home station activities in preparation to move to MS IAW FORMDEPS, 500-3-3, RCUCH. This exercise is changed from a limited notice to a scheduled notice exercise and will also evaluate preparedness of RC unit and support provided by the RC Commands.

b. This series of exercises called OPTIMAL FOCUS (OF) followed by the last two digits of the fiscal year.

c. Exercise will annually assess a representative slice, as determined annually by HQDA, of ARNG and USAR units. Based on annual FORSCOM guidance, USARC is required to select the USAR units to be exercised. Coordination will be confirmed through WWTSC annual scheduling conferences. NGB is required to select and coordinate participation of ARNG units with FORSCOM.

d. Selection of player units and exercise dates will be as follows:

(1) HQ FORSCOM (AFOP-PLM) will select exercise dates in coordination with NGB, USARC and CONUSA. The dates in which the exercise is scheduled can be published for planning purposes.

(2) Approximately 30 days prior to the exercise, HQDA will issue an Alert Message thru the peacetime chain of command (FORSCOM-USARC for USAR units and NGB-TAG for ARNG units) listing units subject to call-up in a selected PRC. Message will specify exercise start date and provide instructions that the unit will play upon receipt of an exercise Mobilization Order.

(3) Units selected and troop listed by FORSCOM and NGB will receive an exercise Mobilization Order 10 days prior to exercise start date. Units scheduled for CCO should receive priority in selection for this exercise.

e. Exercise will be conducted in Inactive Duty Training (IDT) status within the unit's prescribed unit training assemblies. Up to a MUTA-5 (as determined by unit commander and higher headquarters) is authorized for the exercise.

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f. HQ FORSCOM, AFOP-PLM, in coordination with NGB, will publish annual planning guidance.

g. CONUSA will be primarily responsible for on-site evaluation of each unit being exercised within its geographical area.

3-7. Local Mobilization Exercises.

Mobilization Stations and CONUSA often conduct local mobilization exercises that do not precisely fit any of the types listed in this regulation; most common is an FTX at a MS that exercises all MS functions yet does not meet the criteria of a "surge". These exercises play an integral role in FORSCOM's overall mobilization preparedness and will be funded by HQ FORSCOM and NGB within available funding levels. FORSCOM installations and CONUSA will use the FORSCOM MOBEX Schedule (Appendix D) to incorporate these exercises into the CONUSA Six Year MOBEX Schedule to ensure timely identification by HQ FORSCOM and NGB for programming purposes.

3-8. Unit Mobilization Exercises

See NGR 350-3 for ARNG units' additional requirements.

Chapter 4 Exercise Evaluation

4-1. General.

For each exercise governed by this regulation, CONUSA will develop and implement procedures to ensure:

- a. Evaluation of stated exercise objectives.
- b. Identification and correction of deficiencies.
- c. Use of AARs and lessons learned to improve future exercises.
- d. Incorporate evaluated and address of unresolved mobilization issues IAW FORSCOM Regulation 350-2.

4-2. Evaluation Plans

- a. JCS-sponsored CPXs will be evaluated IAW exercise directives.
- b. MS CPX. Mobilization stations will document each issue discussed, whether or not the issue is identified as a problem. Intent of this evaluation effort is to capture and report mobilization station lessons learned that can be shared Army-wide. Installation commanders will tailor evaluation efforts to support the scope of exercise objectives, discussion issues, and level of participation.
- c. MS FTX (CF). CONUSA are primarily responsible for evaluating MS FTXs. Following guidance in the Army Joint Exercise Manual

(AJEM), FORSCOM Exercise Manual (FEM), FORMDEPS series, Exercise Directive and Evaluation Plan, the CONUSA will:

(1) Develop, in concert with the MS, specific exercise objectives and analysis areas.

(2) CONUSA will conduct evaluation IAW FORSCOM evaluation plan which includes essential elements of evaluation (EEE).

(3) Form and resource a Data Collection and Analysis Group (DCAG).

(4) In concert with the MS, develop and publish exercise control instructions and organize an exercise control group.

d. PRC Notice Exercise (OF):

(1) HQ FORSCOM develops and publishes an Evaluation Plan in coordination with CONUSA.

(2) CONUSA will evaluate the exercise IAW the FORSCOM Evaluation Plan and provide a consolidated AAR.

e. Local MOBEX. Sponsoring command will ensure each exercise is supported by an evaluation plan that is adequately resourced.

4-3. Post-exercise Activities.

a. General.

(1) Post-exercise activities encompass those actions related to analyzing data, documenting results, reporting to appropriate authorities, and establishing or updating lessons learned and programs for remedial action.

(2) Exercise participants submit post-exercise reports IAW this regulation or exercise directives.

b. Reports. Following reports vary in scope, detail, and date of submission. For additional guidance refer to the FEM or AJEM. See Para 4-4 below for specific reporting requirements for each type of exercise.

(1) Joint Universal Lessons Learned System (JULLS) Observation Reports. Observation Reports are submitted for JCS-sponsored CPXs and HQDA sponsored exercises. Exercise participants prepare JULLS observation reports IAW exercise directives.

(2) Final Report (FR). The FR in hard copy provides an official exercise description and identifies significant lessons learned using JULLS application. It is submitted in electronic format as a JULLS data base via mail or e-mail attachment. The FR consists of mandatory and optional sections. Each section is a separate entry in the JULLS data base, see exercise directive for specific guidance.

(3) AARs will be completed by CONUSA and Evaluator Team during the exercise.

(4) Submit Lessons Learned to the Center for Army Lessons Learned (CALL) for all exercises.

4-4. Post-exercise Reporting

a. JCS-sponsored CPX. CONUSA submit JULLS Observation Reports, and FR IAW the FORSCOM exercise directive.

b. MS CPX.

(1) MS will submit a FR to CONUSA within 20 days of the completion of the CPX.

(2) CONUSA will consolidate, as of 30 September, all MS FRs in electronic format as a JULLS data base and submit annually to FORSCOM, ATTN: AFOP-PLM, NLT 1 November.

(3) FORSCOM submits an annual FR to HQDA (DAMO-ODM) NLT 1 December for the previous fiscal year.

c. MS FTX (CF).

(1) The MS will submit a FR to CONUSA, with a copy furnished to Deputy Chief of Staff, G3/5/7 (AFOP-PLM), FORSCOM, within 60 days after the FTX.

(2) The CONUSA will submit a FR, both in hard copy and electronically form, which will include MS FR, to HQ, FORSCOM, ATTN: AFOP-PLM, within 90 days after completion of the FTX.

(3) FORSCOM forwards CONUSA FR with comments to HQDA (DAMO-ODM) within 30 days after receipt of CONUSA FR.

d. PRC Notice Exercise (OF).

(1) CONUSA will submit a FR, both in hard copy and electronic copy to FORSCOM, ATTN: AFOP-PLM, within 40 days after completion of the exercise.

(2) FORSCOM submits a FR to HQDA (DAMO-ODM) NLT 60 days after completion of the exercise.

e. Local MOBEX.

(1) Sponsoring command will provide HQ FORSCOM, ATTN: AFOP-PLM two copies of the exercise AAR. While AAR format and content will best suit sponsoring command needs use of FR, both in hard and electronically copies, is required if issues are to be entered into JULLS and receive consideration for remedial action.

(2) MOBEXs conducted by ARNG units IAW NGR 350-3, MODRE and REMOB Program, are not considered local MOBEXs for the purpose of this regulation. AAR for ARNG units exercised under NGR 350-3 will be forwarded to NGB-ARR as outlined.

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ANNEX A References

A-1. Section I

Required Publications

AR 350-28	(Army Exercises) Cited in paragraph 1-8d, 1-8f(1), 1-8g(1), 2-1b(1), 2-3, 2-4a(2).
FORSCOM/ARNG Regulation 350-2	(Reserve Component Training) Cited in paragraph 1.8j(2), 3-5f(5)(6).
FORSCOM 350-5	(Joint Training Exercises) Cited in paragraph 2-4a(2)(3), 2-4b(2)(e).
FORSCOM 500-3	(Forces Command Mobilization and Deployment Planning System) cited in paragraph 4-1-d.
FORSCOM 500-3-3	(Reserve Component Unit Commander's Handbook (RCUCH)) Cited in paragraphs 1-6c, 3-5f(2), 3-6a.
NGR 350-3	(Army National Guard Mobilization and Deployment Exercise Program) Cited in paragraph 1-5d, 3-8, 4-4e(2).
FM 25-100	(Training the Force) Cited in paragraph 3-5f(6).
FORSCOM Form 253-R	(Field Budget Estimate) Cited in paragraph 2-4b(2)(e).

A-2. Section II

Related Publications

AR 5-9	Area Support Responsibilities
AR 11-33	Army Lessons Learned Program: System Development and Application
AR 220-10	Preparation for Overseas Movement of Units (POM)
AR 500-5	Army Mobilizations
AR 600-8-101	Personnel Processing (In-and-Out and Mobilization Processing)
AR 601-10	Management and Mobilization of Retired Soldiers of the Army
AR 690-11	Mobilization Planning and Management
FORSCOM/ARNG 55-1	Transportation and Travel, Unit Movement Planning
FORSCOM 700-2	FORSCOM Standing Logistics Instructions
FORSCOM 700-3	Ammunition Basic Load

ANNEX B

FORSCOM Mobilization Exercise Planning and Programming Cycle

Date	Proponent	Action
Oct		Begin of Current Fiscal Year
Nov	MS	Submit Initial Exercise Budget Estimate for Years Two-Six Submit Exercise Budget Estimate Current Year
Feb	FORSCOM	Host annual Army Exercise Planning Conference for Years Two-Six
Mar	MS/CONUSA	Submit Troop List based upon AT schedule for Years Two-Six
	MS	Submit Exercise Budget Estimate for Year Two-Six
May	FORSCOM	Publishes FORSCOM MOBEX Planning Guidance for Years One-Six
Jul	CONUSA	Submits Six-Year MOBEX Schedule to FORSCOM which includes: 1. Exercise Field Budget Estimates for Year One 2. Exercise Field Budget Estimate input for Years Two-Six
Aug	FORSCOM	Submits and Coordinates RC Troop List for MOBEX Current Year with ARNG, USARC and USASOC.
Sep	FORSCOM	Host biennial FORSCOM MOBEX Conference
Oct		Begin Year One

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ANNEX C

Mobilization Exercise Program

FORSCOM Mobilization Exercise Program

**ARNG Mob
Exercise Program**

Exercise HQ	HQ FORSCOM	CONUSA	Mobilization Station	RSC	USAR Unit	STARC	ARNG Unit
JCS MOBEX CPX	Annually	As directed	As directed				
MS CPX			Biennially		Simulated		Simulated
MS FTX			Four MS Each Year		AT		AT
PRC Notice		Annually	As Required		As Sel		As Sel
Local MOBEX			As Required		As Req		As Req
HQ FORSCOM MOBEX CPX	Semi Annually	Annually	Annually	Annually		Annually	

ANNEX D

Mobilization Exercise Programming and Budgeting Matrix

	FORSCOM	NGB	Other MACOMs
JCS CPX	Programs and budget for HQ FORSCOM, CONUSA USAR unit cells, and Mobilization stations (OMA)	Budgets for NGB STARCs, SOMS and unit cells (OMARNG, NGPA)	Program and Budget for MACOM HQ and assigned installations
MS FTX	Programs for all Requirements (OMA)	Budgets for SOMS and ARNG units (OMARNG, NGPA)	Budget for MACOM HQ
MS CPX	Funds as Available (OMA)	Budgets for SOMS and ARNG units (OMARNG, NGPA)	
PRC Notice (Scheduled)	Programs and Budget for All FORSCOM Organizations (OMA)	Budgets for STARCs and Selected ARNG Units (OMARNG, NGPA)	
Local MOBEXs	Funds as Available (OMA)	Programs and Budget for STARCs, SOMS, and ARNG units (OMARNG, NGPA) IAW NGR 350-3	
HQ FORSCOM MOBEX CPX	Funds as Available (OMA)	Programs and Budget for STARCs, SOMS, and ARNG units (OMARNG, NGPA)	

Annex E

Glossary

Section I

Abbreviations and Acronyms

AAR	After Action Review
	After Action Report
ADCS	Assistant Deputy Chief of Staff
AR	Army Reserve
AR-PERSCOM	Army Personnel Command
ADSW	Active Duty for Special Work
ADT	Active Duty Training
AJEM	Army Joint Exercise Manual
ARNG	Army National Guard
ARAP	Army Remedial Action Project
AT	Annual Training
AUEL	Automated Unit Equipment List
CALL	Center for Army Lessons Learned
CAR	Chief, Army Reserve
CBE	Command Budget Estimate
CCO	Complex Contingency Operations
CDR	Commander
CF	CALL FORWARD
CI	Coordinating Installation
CINC	Commander in Chief
CJCS	Chairman, Joint Chief of Staff
COB	Command Operating Budget
CONUSA	Continental US Armies
COSIN	Control Staff Instructions
CPX	command post exercise
CTA	Common Table of Allowances
DA	Department of Army
DARNG	Director, Army National Guard
DCAG	Data Collection and Analysis Group
DCS4	Deputy Chief of Staff for Command, Control, Communications and Computers
DCS	Deputy Chief of Staff
EEE	essential elements of evaluation
EPG	Exercise Planning Group
FBE	Field Budget Estimate
FEM	FORSCOM Exercise Manual
FCMEP	FORSCOM Mobilization Exercise Program
FCMEPG	FORSCOM Mobilization Exercise Planning Guidance
FCR	Final Cost Report
FMEPG	FORSCOM Mobilization Exercise Planning Guidance
FORMDEPS	FORSCOM Mobilization and Deployment System
FORSCOM	Forces Command
FR	Final Report

FTX	field training exercise
FY	Fiscal Year
GSU	Garrison Support Unit
HS	home station
HSC	Health Service Command
HQ	Headquarters
HQDA	Headquarters, Department of Army
IAW	in accordance with
ICW	in coordination with
IDT	inactive duty training
IMA	individual Mobilization Augmentees
IRR	Individual Ready Reserve
JCS	Joint Chief of Staff
JULLS	Joint Universal Lessons Learned Software
MACOM	Major Army Command
MAT	Mobilization Assistance Team
MCS	Major Subordinate Command
MEDDAC	Medical Department Activity
MEDCOM	US Medical Command
MDEP	Management Decision Package
MS CPX	Mobilization Station Command Post Exercise
MS FTX	Mobilization Station Field Training Exercise
MOBEX	Mobilization Exercises
MOBLAS	Mobilization Level Application Software
MOBTDA	Mobilization Table of Distribution of Allowance
MS	mobilization station
	mobilization site
MTMC	Military Traffic Management Command
MTOE	Modified Table of Organization and Equipment
MUTA	Multiple Unit Training Assembly
NGB	National Guard Bureau
NGR	National Guard Regulation
NLT	not later than
ODT	Overseas Deployment Training
OF	OPTIMAL FOCUS
OMA	Operations and Maintenance Army
OSD	Office of Secretary of Defense
PA	Public Affairs
PAG	Public Affairs Guidance
PAO	Public Affairs Office
PBG	Program and Budget Guidance
POM	Program Objective Memorandum
PPE	Preliminary Planning Estimate
PRC	Presidential Reserve Call-up
Qtr	quarter
RAP	Remedial Action Project
RC	Reserve Component
RCUCH	Reserve Component Unit Commander's Handbook
RPA	Reserve Personnel Account

RSC	Regional Support Command
SI	Support Installations
SIDPERS	Standard Installation/Division Personnel System
SJA	Staff Judge Advocate
SOMS	State Operated Mobilization Station
SORTS	Status of Resources and Training System
SRP	Soldier Readiness Processing
STAMIS	Standard Army Management Information System
STARC	State Area Command
TAG	The Adjutant General
TAM	Training Assessment Model
TC ACCIS	Transportation Coordinator Automated Command And Control System
TC AIMS	Transportation Coordinator Automated Information Management System
TDA	Table of Distribution and Allowances
TESS	Training Evaluation Scheduling System
TMDE	test, measurement, and diagnostic equipment
TPFDD	Time Phase Force Deployment Data
TRADOC	Training and Doctrine Command
UFR	unfinanced requirements
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USAREUR	US Army Europe
USARSO	US Army South
USASOC	US Army Special Operations Command
USARPC	US Army Pacific
WWTSC	World Wide Training Scheduling Conference