



**2023 FORSCOM Observer Controller Trainer Religious Support Synchronization Symposium
(FORTRESS)**

“Preparing Souls for War Through Total Army Training”

Wednesday, 6 Dec 2023

The overall classification of this briefing is
CUI.
UNCLAS when separated from **CUI** slides



Presenter: Mr. Patrick Day

Topic: Army Synchronization Tracker



Presenter: Mr. Aaron Hall

Topic: Total Force Partnership Program



Presenter: MAJ Cody Schuette
Force Requirements Branch, G3/5/7 Plans

Topic: ReARMM



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Intent



Purpose: Provide an introductory overview of FORSCOM's role as the Army's Service Joint Force Provider (SJFP) in context with Global Force Management.

Key Topics:

- FORSCOM's Mission & Composition
- Global Force Management Overview
- Regionally Aligned Readiness Modernization Model (ReARMM)
- G3 Plans Force Provider Division (FPD) Organization

End-State: Participants informed of FORSCOM's significant functions and better positioned to coordinated with staff and support the commander.

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Mission & Forces



Army's Mission

To **deploy**, fight, and win our Nation's wars by **providing ready**, prompt, and sustained land dominance by **Army forces** across the **full spectrum of conflict** as part of the Joint Force.

FORSCOM's Mission

FORSCOM trains and **prepares a combat ready, globally responsive Total Force** in order to **build and sustain readiness** to meet **Combatant Command requirements**.

FORSCOM Total Army Composition

Regular Army (RA) Units – ~200K Soldiers

- 3/4 Corps, 9/11 Divisions, First Army
- 25 Brigade Combat Teams (BCT)
- Security Force Assistance Command / 5 SFABs

Army National Guard (ARNG) Units – ~350K Soldiers

- Belong to their state governor unless mobilized
- 8 Division Headquarters - 27 BCTs
- 1 Security Force Assistance Brigade (SFAB)

United States Army Reserve (USAR) – ~200K Soldiers

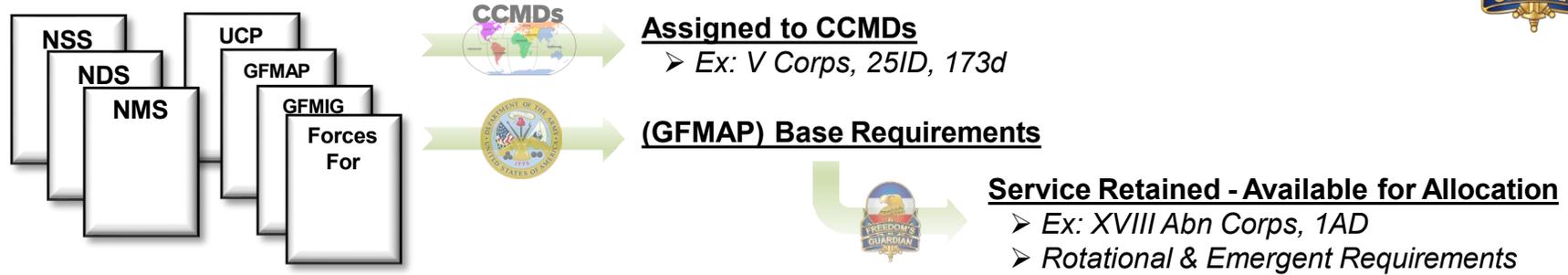
- Primarily combat support and combat service support
- Echelons Above Division





Global Force Management Overview

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Inputs

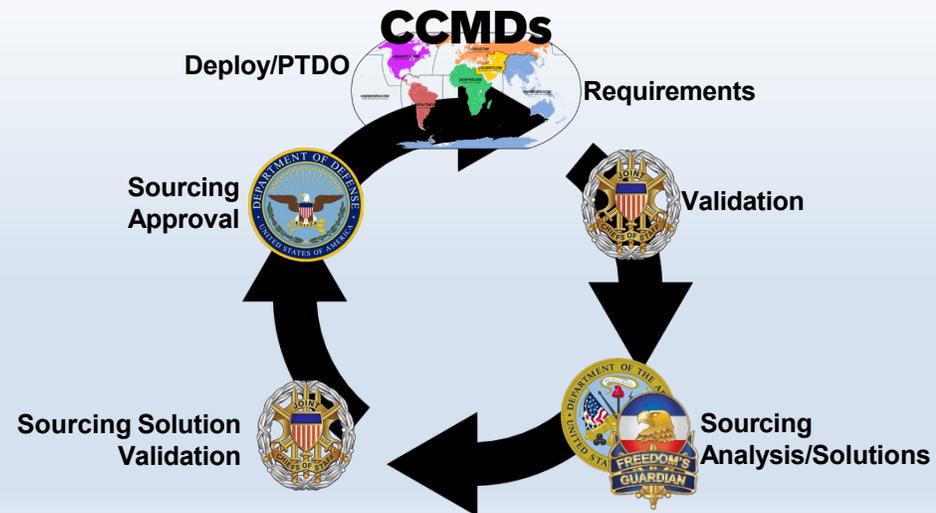
- Strategic Guidance
- Operational Variables

FORSCOM's Major Considerations

- Location of capability (Other services & AC v RC)
- Army's capacity
- Requested LAD
- Units' readiness levels
- D2D/M2D & PERSTEMPO
- Impacts to readiness & modernization

Outputs

- GFMAP (*Rotational requirements*)
- SDOBs/GFMAP MODs (*Emergent requirements*)



How does FORSCOM manage the service retained forces to meet current global demands and build readiness through training and modernization for the future fight?

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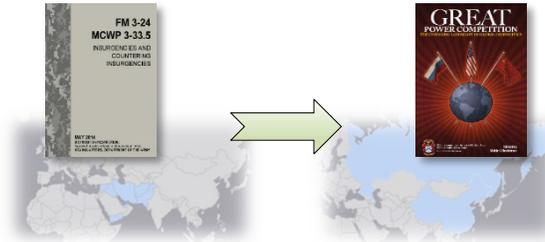
Regionally Aligned Readiness and Modernization Model (ReARMM)

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Why ReARMM?

- The 2017 NSS & 2018 NDS reorientated the DoD from **COIN to GPC**.
- Deliberate and significant force **modernization** required for the Army to compete with **peer and near-peer adversaries**.



What is ReARMM?

- **ReARMM is a sustainable, flexible, and predictable force generation process that creates a regionally aligned Army capable of supporting the NDS and meeting SECDEF ordered requirements.**
- Establishes ULCs (Modernize, Train, and Mission (PTDO & Deployment)).
 - 8-mo phases for AC & 12-mo phases for RC (**heel-to-toe vs. RIP/TOA*)
 - Grouped by capability (e.g. CABs, IBCTs)
- Offers **predictability** with standardized ULCs.
- Offers **stability** for senior leaders with 5-year view.
- **Synchronizes** modernization, training, and known force requirements with program funding.
- Synchronizes for **Division-centric** sourcing.

ReARMM DOCTEMP

Unit 1	MOD	TRN	MSN	= 1:2 D2D
Unit 2	TRN	MSN	MOD	
Unit 3	MSN	MOD	TRN	
	8 months		24 months	

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DOCTEMPs (4/5/6 Unit Mission Lines)

Unit 1	MOD	TRN	MSN-P	MSN-D
Unit 2	TRN	MSN-P	MSN-D	MOD
Unit 3	MSN-P	MSN-D	MOD	TRN
Unit 4	MSN-D	MOD	TRN	MSN-P

Unit 1	MOD	TRN	MSN-P	TRN	MSN-D
Unit 2	TRN	MSN-P	TRN	MSN-D	MOD
Unit 3	MSN-P	TRN	MSN-D	MOD	TRN
Unit 4	TRN	MSN-D	MOD	TRN	MSN-P
Unit 5	MSN-D	MOD	TRN	MSN-P	TRN

Unit 1	MOD	TRN	MSN-P	MOD	TRN	MSN-D
Unit 2	TRN	MSN-P	MOD	TRN	MSN-D	MOD
Unit 3	MSN-P	MOD	TRN	MSN-D	MOD	TRN
Unit 4	MOD	TRN	MSN-D	MOD	TRN	MSN-P
Unit 5	TRN	MSN-D	MOD	TRN	MSN-P	MOD
Unit 6	MSN-D	MOD	TRN	MSN-P	MOD	TRN

DOCTEMP (Reserve Component)

	FY 1	FY 2	FY 3	FY 4	FY 5
Unit 1	MOD	TRN 1	TRN 2	TRN 3	MSN (P/D)
Unit 2	TRN 1	TRN 2	TRN 3	MSN (P/D)	MOD
Unit 3	TRN 2	TRN 3	MSN (P/D)	MOD	TRN 1
Unit 4	TRN 3	MSN (P/D)	MOD	TRN 1	TRN 2
Unit 5	MSN (P/D)	MOD	TRN 1	TRN 2	TRN 3

Priorities by phases

Modernization:

1. Modernize (NET/NEF)
2. Pilots and force structure change
3. Test and Evaluations
4. Individual, Crew, Team and SQD support CTC rotations
5. Training: Small unit, Army Warrior Tasks, PRT, PME

Training:

1. Home Station Training
2. CTC Rotation
3. Joint Exercise Program

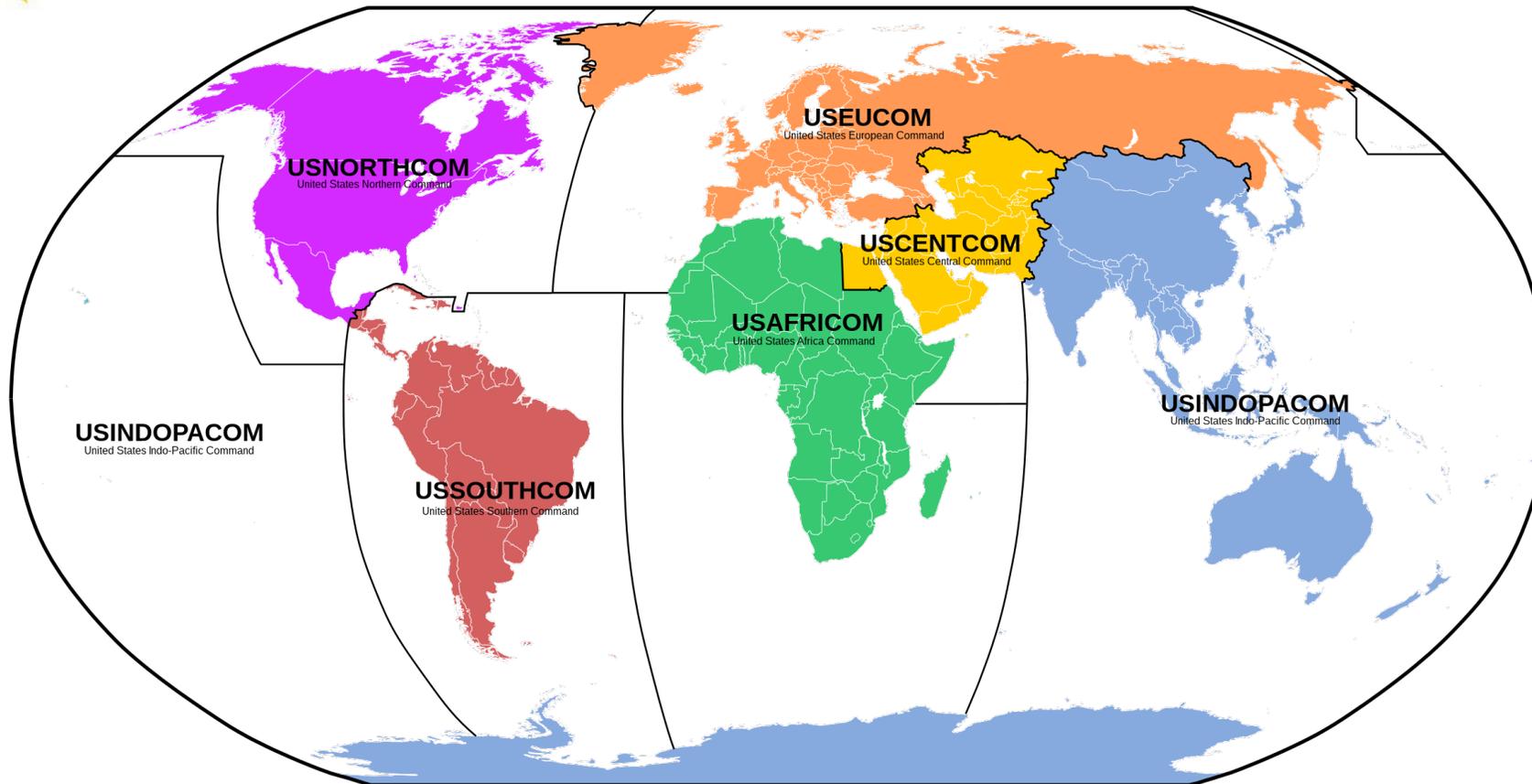
Mission:

1. Deployment
2. PTDO (IRF/CRF/DCRF/C2CRE-A/B)
3. Home Station Training
4. CTC rotation
5. Joint Exercise Program
6. Army Service Requirements

CE	3x8	4x8	5x8	6x8
Corps DIV	IBCT	IBCT (x2) CAB (x2) MLRS	SBCT Patriot (x2) THAAD	Hospital Center



FORSCOM's Support to CCMDs



FORSCOM (Service Retained) Support to CCMDs

- GFMAP Requirements (e.g.OSS/OIR/SBCT to Korea)
- IRF/CRF/DCRF
- Emergent Requirements:

○ <i>Southwest Border Support</i>	○ <i>NEOs</i>
○ <i>Russia/Ukraine Conflict</i>	○ <i>State Funeral & Inauguration</i>
○ <i>Israel/Hamas Conflict</i>	○ <i>Disaster Response</i>



Competing Requirements & Standards

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DOCTEMPs (4/5/6 Unit Mission Lines)

Unit 1	MOD	TRN	MSN-P	MSN-D
Unit 2	TRN	MSN-P	MSN-D	MOD
Unit 3	MSN-P	MSN-D	MOD	TRN
Unit 4	MSN-D	MOD	TRN	MSN-P

Unit 1	MOD	TRN	MSN-P	TRN	MSN-D
Unit 2	TRN	MSN-P	TRN	MSN-D	MOD
Unit 3	MSN-P	TRN	MSN-D	MOD	TRN
Unit 4	TRN	MSN-D	MOD	TRN	MSN-P
Unit 5	MSN-D	MOD	TRN	MSN-P	TRN

Unit 1	MOD	TRN	MSN-P	MOD	TRN	MSN-D
Unit 2	TRN	MSN-P	MOD	TRN	MSN-D	MOD
Unit 3	MSN-P	MOD	TRN	MSN-D	MOD	TRN
Unit 4	MOD	TRN	MSN-D	MOD	TRN	MSN-P
Unit 5	TRN	MSN-D	MOD	TRN	MSN-P	MOD
Unit 6	MSN-D	MOD	TRN	MSN-P	MOD	TRN

OPTEMPO

- GFMAP/DRT (Rotational) Requirements
- Emergent Requirements & Exercises
- D2D/M2D goals (1:3 AC & 1:5 RC) & PERSTEMPO (400/730)
- CTC standards (1x rotation/24 months)
- COMPO Capacity
 - AC (All THAAD & Patriots)
 - ARNG (≥50% En Bde HQs, MEBs, Mod En Bn, ECC)
 - USAR (All Tactical CA Bn)

ReARMM Structure

- Time management (Block leave, Transportation (PAX/Equip), RIP/TOA)
- Phase lengths & frequency of (mission) phases
- Readiness standards
 - MOD (T3/T4)
 - TRN (AC T3), (RC T4)
 - MSN (IRF C1), (GFMAP/CRF/DCRF C1/C2)

Manning

- Current manning levels & ARSTRUC
- ACMG - Different manning levels for different units
- ACMG - Priority (9 mo prior & reached 90 days prior to LAD)

• ReARMM will reach FOC in ~FY24

DOCTEMP (Reserve Component)

	FY 1	FY 2	FY 3	FY 4	FY 5
Unit 1	MOD	TRN 1	TRN 2	TRN 3	MSN (P/D)
Unit 2	TRN 1	TRN 2	TRN 3	MSN (P/D)	MOD
Unit 3	TRN 2	TRN 3	MSN (P/D)	MOD	TRN 1
Unit 4	TRN 3	MSN (P/D)	MOD	TRN 1	TRN 2
Unit 5	MSN (P/D)	MOD	TRN 1	TRN 2	TRN 3

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FPD Organizational Chart

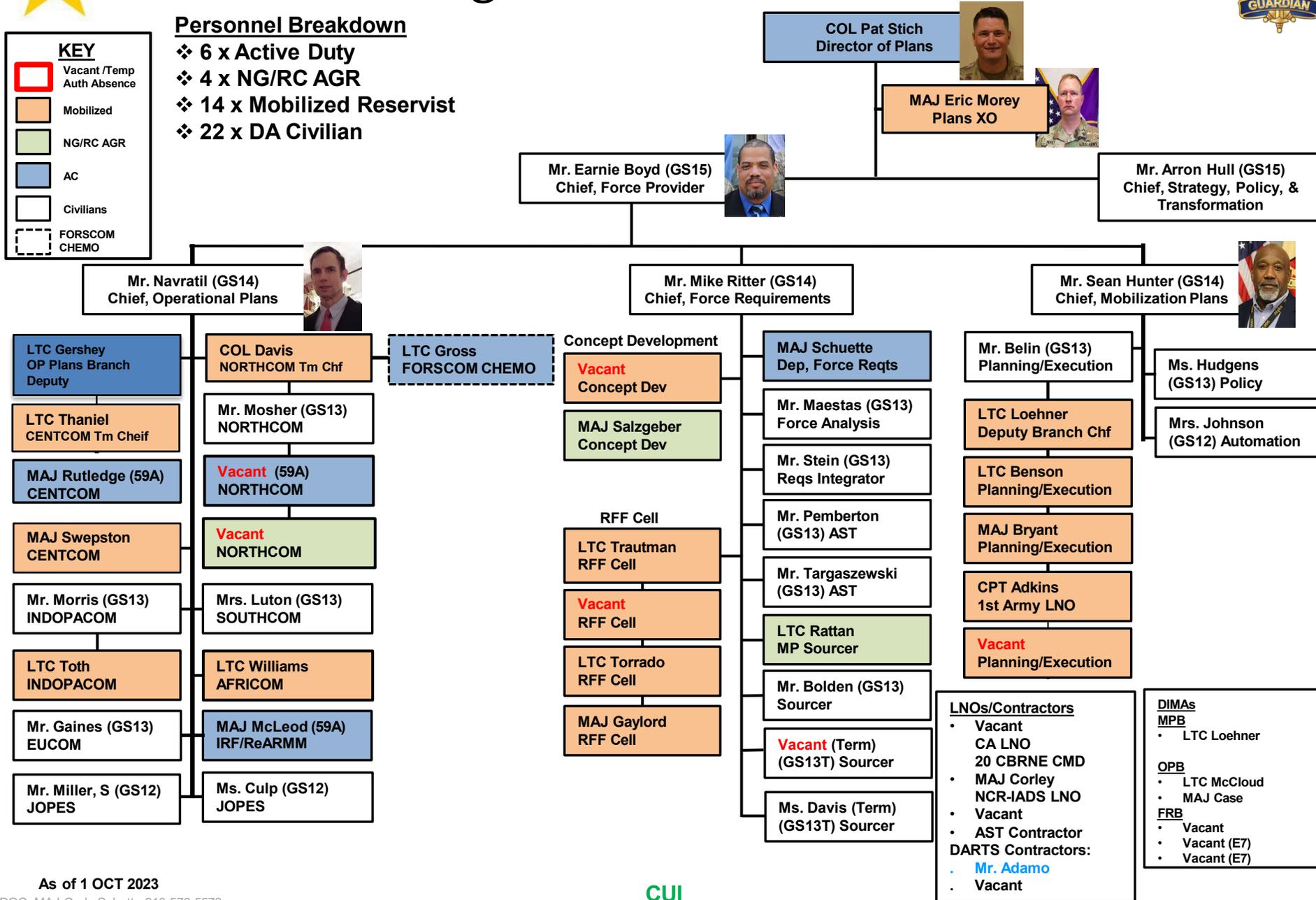


Personnel Breakdown

- ❖ 6 x Active Duty
- ❖ 4 x NG/RC AGR
- ❖ 14 x Mobilized Reservist
- ❖ 22 x DA Civilian

KEY

- Vacant /Temp Auth Absence
- Mobilized
- NG/RC AGR
- AC
- Civilians
- FORSCOM CHEMO



As of 1 OCT 2023

POC: MAJ Cody Schutte 910-570-5573

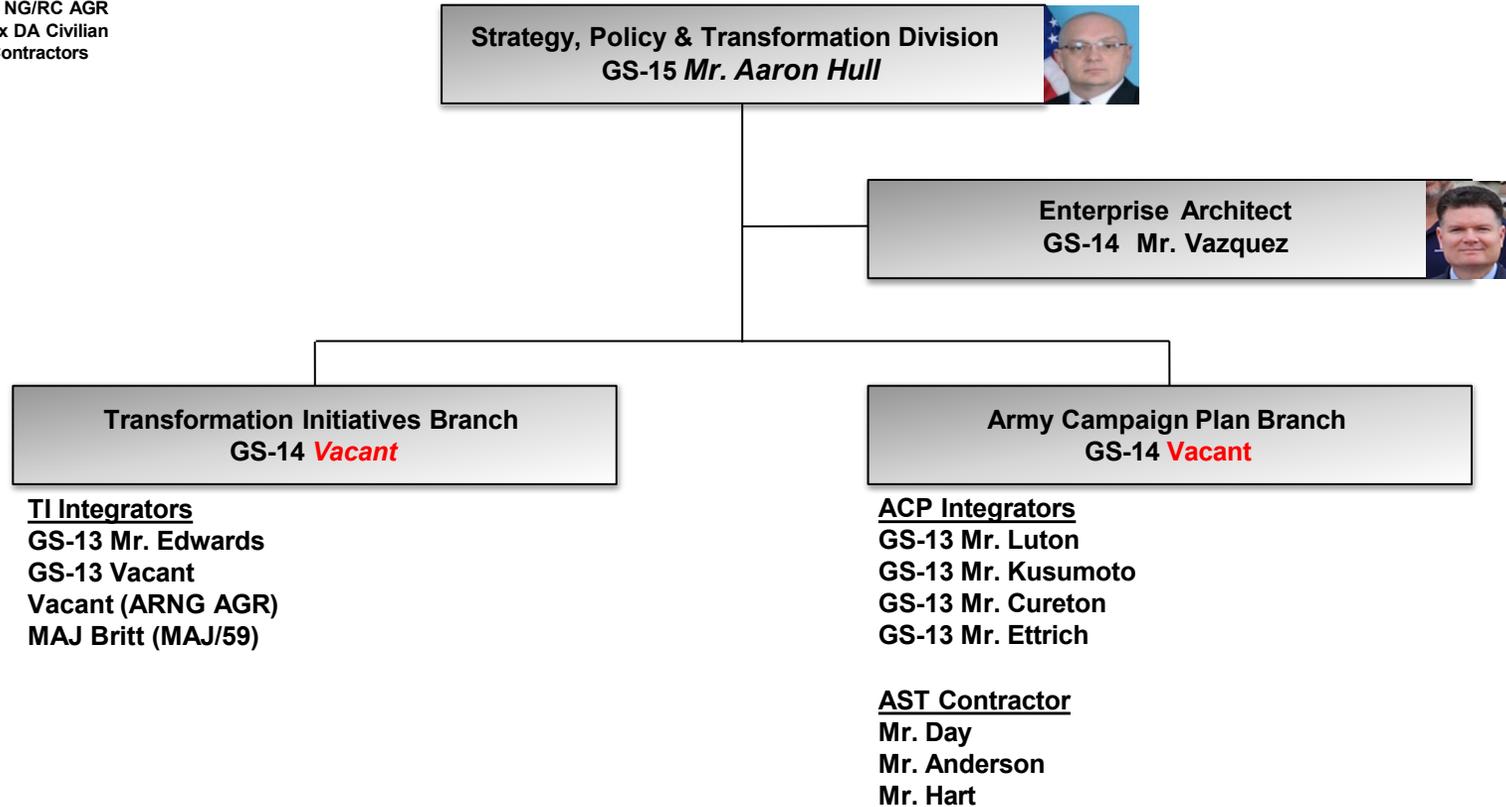
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Plans SPT Organization

Personnel Breakdown

- ❖ 1 x Active Duty
- ❖ 1 x NG/RC AGR
- ❖ 10 x DA Civilian
- ❖ 3 Contractors





Presenter: Chaplain (LTC) Steven Bryant

Topic: CTC Schedule Example



FY 24 Training Calendars

NTC

JRTC

JMRC

MCTP

First Army

FY 24 CTC Calendar NTC JRTC

	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	
NTC	ROTATION		24-02	24-03	24-04	24-05	24-06	24-07	24-08	24-08.5	24-09	24-10	
			X 3  		X 1  		X 3 	X 1 	X 3  	X 1  	 	X 2  	
	UNIT		3/4 ID (ABCT)		1/1 AD (ABCT)		3/1 CD (ABCT)	1/2 ID (SBCT 1)	3/1 AD (ABCT)	1/3 ID (ABCT)		2/1 ID (ABCT)	
	ROTATION TYPE		DA/EUCOM		DIV ROT	DA/PTDO1	CAPSTONE 4	DA/PTDO3	DA/PACOM	DA/EU & A/A	DA / PTDO3	DA/PTDO1	
	BOX DATES		28 Oct - 10 Nov 23		19-26 Jan 24	03-16 Feb 24	10-20 Mar 24	30 Mar - 12 Apr 24	27 Apr - 10 May 24	01-14 Jun 24	20 Jul - 02 Aug 24	10-23 Aug 24	07-20 Sep 24
	COC DATE												
	LTP		31 May - 07 Jun 23			06-13 Sep 23			03-10 Jan 24	24-31 Jan 24	06-13 Mar 24		03-10 Apr 24
JRTC	ROTATION		24-02 (JPMRC)	24-02.5	24-03	24-04 (JPMRC)	24-05	24-06	24-07	24-08	24-08.5	24-09	24-10
			X 3  	 	X 2  	X 1  	X 1  	 	X 1  	X 32 	X 41 	X 2   	X 3  
	UNIT		3/25 ID (IBCT)	5 REGIMENTAL MIL	2/101 AA (IBCT)	1/25 ID (SBCT 3)	1/82 AB (IBCT-ABN)	07 SP FORCES GP (A)	1/10 MTN (IBCT)	32 IBCT (WI ARNG)	41 IBCT (OR ARNG)	2/101 AA (IBCT)	3/82 AB (IBCT-ABN)
	ROTATION TYPE		HSSPT PKG	MLAT	DA / PTDO3	HSSPT PKG	DA/PTDO1	SOF	DA / PTDO3	DA/CENTCOM	DA/EUCOM	DA / PTDO3	DA/PTDO1
	BOX DATES		01-10 Nov 23	04-12 Dec 23	13-26 Jan 24	13-22 Feb 24	09-22 Mar 24	06-19 Apr 24	04-17 May 24	05-18 Jun 24	16-29 Jul 24	13-26 Aug 24	11-24 Sep 24
	COC DATE												
	LTP					05-11 Dec 23							13-19 May 24

FY 24 CTC Calendar JMRC

	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24			
ROTATION	24-01	24-02	24-03		24-04	24-05	24-06	24-07		24-08		24-09	24-10		24-11
JMRC		 1  2 	 173 		 48 	 2 	 XX 			 3 		 2 		 173 	
UNIT	1/101 AA (IBCT)	UNITED KINGDOM	173 AB (IBCT-ABN)		3 ID (IBCT) (GA ARN)	0009 FA BN, ABCT	82 AB HQ	UNITED KINGDOM		3/4 ID (ABCT)		UNITED KINGDOM	2 CR (SBCT 2)		173 AB (IBCT-ABN)
ROTATION TYPE	DATE-E	RMAS FTX	DATE-E		KFOR	TFX	LSGO	RMAS FTX		DATE-E		RMAS FTX	BDE FTX		DATE-E
BOX DATES	10 Oct - 11 Nov 23	11-22 Nov 23	27 Nov - 15 Dec 23		26 Jan - 14 Feb 24	03-22 Feb 24	26 Feb - 27 Mar 24	09-23 Mar 24		13 May - 12 Jun 24		06-19 Jul 24	25 Jul - 06 Aug 24		04-13 Sep 24
COC DATE															
LTP	14 Aug - 24 Oct 23														

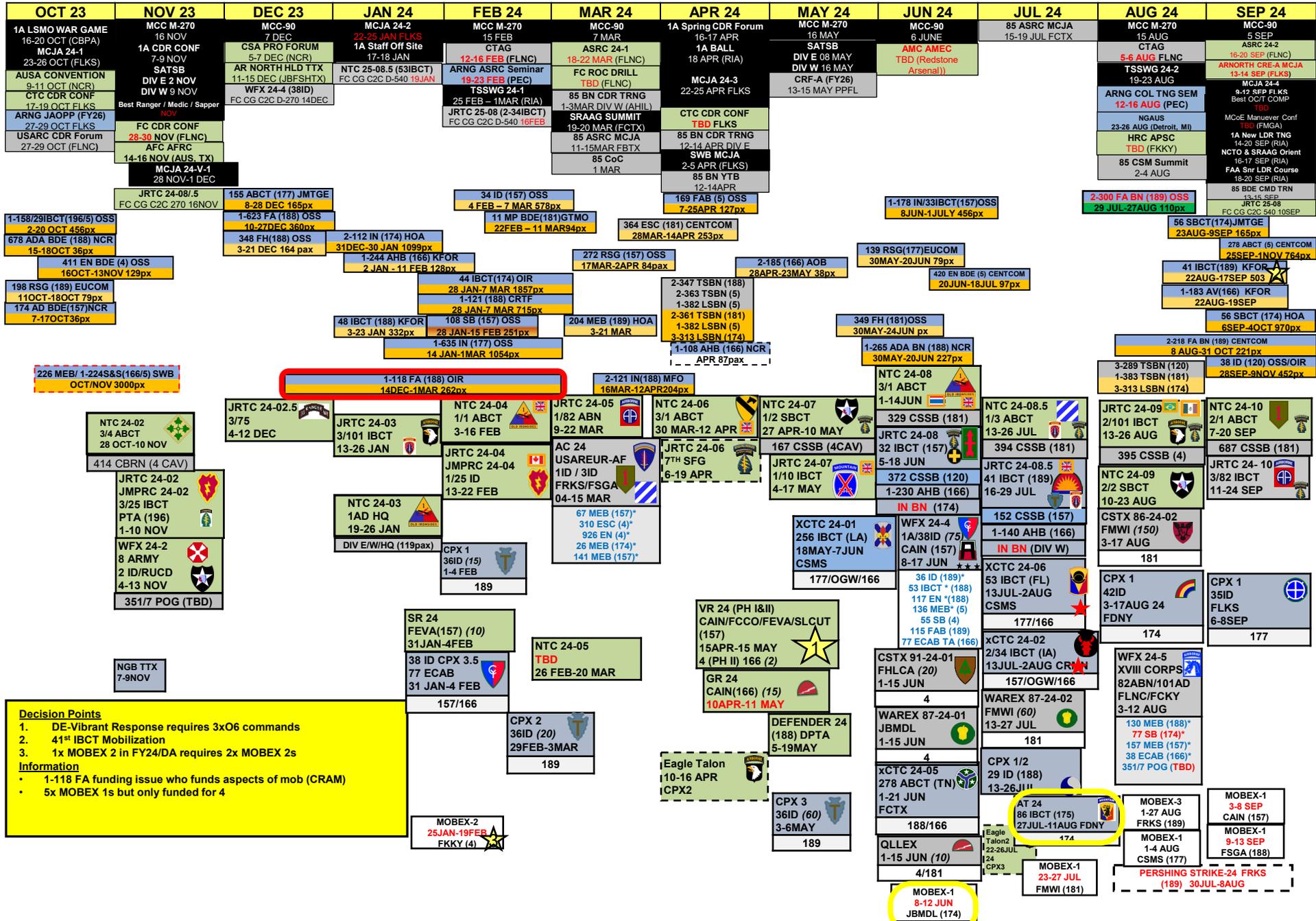
FY 24 MCTP Exercise Troop List

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> OG-A</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> OG-B</div> <div style="border: 1px solid black; padding: 2px;"> OG-C</div>			IL 24 06-09 NOV	BLOCK LEAVE: 16 Dec 23 - 02 Jan 24		AC 24 04 MAR-15 APR				BLOCK LEAVE: 29 Jun 24 - 14 Jul 24	20 EN Bde FLNC OG-A 1 SFAB FLNC OG-A 44 MD	AT 24 CPX 10-19 SEP	
			21D ROK OG-B 2 DIVARTY ROK OG-B 2 CAB ROK OG-B 2 1D Sus Bde ROK OG-B 210 FAB ROK OG-B 48 CM Bde ROK OG-B 302 MEB ROK RC	BLOCK LEAVE: 16 Dec 23 - 02 Jan 24			AC 24 04-15 MAR				BLOCK LEAVE: 29 Jun 24 - 14 Jul 24		
				YS 05-1	NTC 24-04 19-26 JAN		AC 24 04-15 MAR				BLOCK LEAVE: 29 Jun 24 - 14 Jul 24	381D CAIN OG-C 361D CAIN RC 77 AV Bde CAIN OG-C 149 MEB CAIN OG-C 101 ABD FCKY OG-C 101DIVAR FCKY OG-C 101 CAB FCKY OG-C 101 Supp FCKY OG-C 55FG FCKY OG-J 41D FCCO RC	

FY 24 MCTP Exercise Troop List

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> OG-C</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> OG-J</div> <div style="border: 1px solid black; padding: 2px;">RC</div>			YS 05-1	NTC 24-04 19-26 JAN		AC 24 04-15 MAR			2-28 BCT CAIN RC	116 BCT * CAIN RC	76 BCT CAIN OG-C	55 SubRde CAIN OG-C	130 MEB * FCKY OG-C		
				BLOCK LEAVE: 16 Dec 23 - 02 Jan 24		AC 24 04-15 MAR			AC 24 04-15 MAR	63 AV CAIN RC	49 MP CAIN RC	115 FAB * CAIN RC	117 EN CAIN RC	17 SubRde CAIN RC	136 MEB * CAIN RC
			19 Sus Cmde * ROK RC	130 EN Bde * ROK RC	8 MP Bde ROK RC	CANADA GER	FRANCE GER	31 CM Bde FSGA	196 MEB FSGA	GERMANY GER	BLOCK LEAVE: 29 Jun 24 - 14 Jul 24	1 SF Cmde FLNC OG-J			

FIRST ARMY - FY 24 Major Unit Exercises





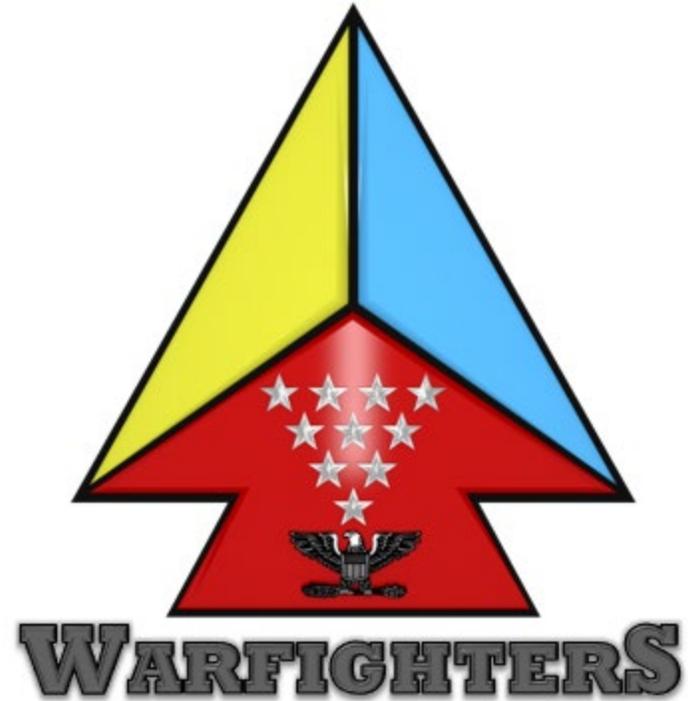
Break



Presenter: Chaplain (LTC) Matthew Atkins

Topic: MCTP Training Update

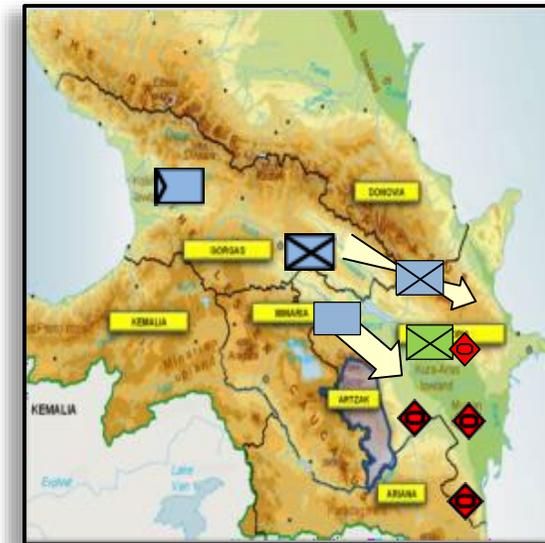
Opening Remarks



What is a Warfighter?

Warfighter is a ***tailorable, scalable, simulation-based capstone training event*** for Divisions and Corps, exercising ***Large Scale Combat Operations*** against a ***peer, free-thinking opposition force***

- Leverages technology to exercise and certify Division and Corps formations
- Challenges the U.S. and partners to deploy into an expeditionary fight and to ***solve challenges*** like:
 - ***Interoperability*** – Human, Technological, and Procedural
 - Political considerations – Transitioning between kinetic operations and stability operations
 - Contested airspace
 - ***Peer, free thinking and unscripted threats***
 - Cyber, Information, Electromagnetic threats
 - Logistics
- Provides the commander and the Army with ***real-time feedback*** through observation, embedded mentors, after-action reviews, and lessons learned
- Integrates Army Battle Command Systems (C4I: Command, Control, Communication, Computers & Intelligence)
- Incorporates real world Command Nodes in field or garrison simulating static/mobile, at sea, or over the horizon capabilities
- Includes ESC, BDEs (Functional, Multi-Functional) in various command relationships



Who are we?

MCTP OC/Ts facilitate mission command training through 24-hour coverage for unit command groups, staff, and key leaders in their respective command posts, as well as staff/warfighting function and integrating cells throughout the WFX. TR350-50-3

- Religious Support Observers, Coaches & Trainers aligned against 3 Operations Groups (Alpha, Bravo, Charlie)
- The role of the MCTP OC/T:
 - **Help you see yourself – ask lots of questions**
 - Learn from you as we share our experiences
 - Know doctrine, understand Division and Corps operations
 - **Do not act as a higher command, adversaries, or sharpshoot you**
 - It is your exercise – own it, we are an outside observer
 - Provide as many touchpoints, trainings, product reviews as needed in the journey to WFX



- Striking the right balance of presence, observation, coaching, and absence
- MCTP OC/T mission is the support of Divisions, Corps, & ASCCs – we are happy to work with BDEs, but we will ask first
- Coordinate closely with 1st Army during training events with National Guard
- Publishes papers, articles, briefings, and provide training on request

WFX 23-4 Baltic Scenario



- Integration of Chaplain Detachment Teams at Corps and Divisions
- Deep dive of sustaining casualty ministry at echelon
- Committed participation and AARs

WFX 24-2 Korea Scenario



- Flexibility to adapt to the changing situation
- Extremely high casualty rates stressed staff functions
- Identify training gaps, driving a LSCO focus

AC-24 E. Europe Scenario



CPX III

- Early and Often Engagement in Preparation for CPX
- Full participation in CPX at echelon
- Multi-National focus

Persistent Observation (FY22 / FY23):

1. Assessments

- Corps and Division staffs do not link assessments to an operational framework that supports the operations process, and therefore impede the commander's ability to make timely decisions.
- MOPs and MOEs do not connect key tasks or phase transition requirements to end state.

“An assessment must link and reflect the status of progress of accomplishing tasks, creating effects, and achieving objectives toward accomplishing the commander’s end state as defined in the intent.”

Service Tactics, Techniques, and Procedures for Operation Assessment, 2020, 1b.

Army Techniques Publication 5-0.3, Multi-

So What??

✓ ***Assessments tie current actions to end states.***

How do religious support leaders assess provision and advisement considering the commander's intent regarding end state?

ATP 5.03 provides 6 questions that shape a useful assessment.
help inform an effective Religious Support Synchron.

These questions could

1. How has the operational environment (OE) changed?
2. How much discernable progress exists in accomplishing our operational objectives?
3. What do we think caused progress and/or lack of progress in achieving our objectives?
4. Do the changes in the OE cause a change to operations and/or plans?
5. What are the resource gaps to accomplishing our objectives and what are the risks associated with the current resourcing?
6. How does this assessment nest with higher headquarters (HHQ) assessments and incorporate lower-level assessments?

Persistent Observation (FY22 / FY23):

2. Operations in the Rear Area

- RCPs lack clarity of structure, authorities, and COP necessary to synchronize all warfighting functions in the support area.
- Corps and DIV HQs don't achieve shared understanding of rear, close, and deep boundaries.
- Lack of AOR clarity by phase results in lack of clarity WRT tasks and purposes in the rear area.

This is made more difficult when Multi-nodal, distributed Command Posts (MCPs) are employed.

So What??

- ✓ ***RCP and MCP Religious Support SOP should define manning, duties and responsibilities, and procedures to enable the integration of multiple tenant unit RSTs.***
- ✓ ***Are MEB UMTs manned, equipped, enabled to lead RS at the RCP?***
- ✓ ***What technical skills and tactical communication training / equipment will we need to operate in a MCP context?***
- ✓ ***How are RCPs and MCPs replicated / trained in a garrison environment?***

Observation (FY23):

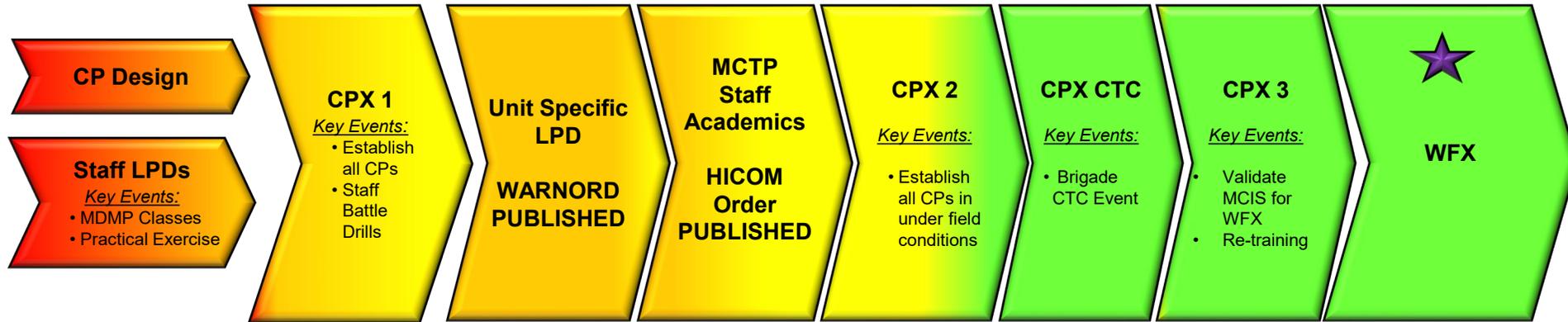
3. Plan. Close the distance with purpose.

- Corps and Division staffs are limited by garrison and other (real-world) enduring problem sets before and during WFXs.
- Effective C2 Network integration of subordinate units is the exception.
- Failure to plan and prepare for personnel transitions, staff and subordinate.
- TNG plans generally do not prioritize road to WFX / LSCO prep. and capabilities development.

So What??

- ✓ ***WFX planning and preparation begins 365 days before execution.***
- ✓ ***An NCO with strong tactical and technical skill can cover a multitude of sins.***
- ✓ ***Understand the Command, Control, Communication, Computers, and Intelligence (C4I) architecture.***
- ✓ ***Early integration of Compo 2 and 3 teammates (MCPOD, CDs, etc.)***

Road to War Sample



Staff Tasks

<p>Staff LPD Focus:</p> <ul style="list-style-type: none"> - Establish the C2 System (CPs, Network, Processes, People) - Familiarize with SOPs - Familiarize with how a Division Fights 	<p>CPX 1 Focus:</p> <ul style="list-style-type: none"> - Validate the C2 System from CP Redesign (CPs, Network, Processes, People) - Familiarize drills and SOPs - Practice deployment of CPs into tactical environment 	<p>CPX 2 Essential Tasks:</p> <ul style="list-style-type: none"> - Execute operations process as part of a Corps Operation in LSCO - Execute targeting process - Integrate with higher, adjacent, and UA partners 	<p>CPX 3 Essential Tasks:</p> <ul style="list-style-type: none"> - Execute operations process as part of a Corps Operation in LSCO - Commander's Re-assessment 	<p>WFX:</p> <ul style="list-style-type: none"> - Conduct Operations Process for DIV - Conduct Fires for DIV - Execute Tactical OPNs - Conduct logistics support for DIV
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Chaplain Section Tasks

<p>Chaplain Section Focus:</p> <ul style="list-style-type: none"> - Review & Update SOP/TACSOP - Validate System/Equipment Requirements - Request Chaplain Detachment Augmentation 	<p>CPX 1 Chaplain Section Tasks:</p> <ul style="list-style-type: none"> - Develop Training Objectives - Review, Update and Rehearse Battle Drills - Religious Area Analysis - Train on Systems (e.g., CPCE) 	<p>CPX 2 Chaplain Section Tasks:</p> <ul style="list-style-type: none"> - Develop Tab D - Create Staff Estimates - Religious Impact Assessment - Execute Training Plan 	<p>CPX 3 Chaplain Section Tasks:</p> <ul style="list-style-type: none"> - Refine Running Estimate, COP, Digital & Analog Products - Validate Internal Battle Rhythm - Conduct RS Rehearsals 	<p>WFX:</p> <ul style="list-style-type: none"> - Continue to Refine TACSOP and Products - After Action Reviews - Capture Lessons Learned
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It is highly recommended that the Division Chaplain and Master Religious Affairs NCO attend academics at FLKS.

Questions?





Break