



UNITED STATES ARMY
THE CHIEF OF STAFF



DACS-ZAA

18 September 1991

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Trip Report--National Training Center, Ft. Irwin, CA, 14-15
September, 1991

1. PURPOSE: I visited the National Training Center on 14 and 15 September for the purpose of observing the training rotation of the 1st Brigade, 5th Infantry Division (Mechanized). I was accompanied by BG Lyle, Director of Training, ODCSOPS; COL Starr; and LTC Griffin. This MFR summarizes my visit.
 2. OBJECTIVES:
 - a. To observe training at all levels.
 - b. To discuss NTC initiatives, including fratricide avoidance training, OPFOR equipment modernization, and NTC future visions.
 - c. To discuss BRAC and Roundout Brigade issues with MG Bill Crouch, Commanding General, 5th Infantry Division (Mechanized).
 3. SUMMARY OF SIGNIFICANT EVENTS AND DISCUSSIONS.
 - a. We were met at the Barstow-Daggett Airport by BG Wesley Clark, CG, NTC and Ft. Irwin. I was given a unit rotational update briefing by BG Clark enroute to the OPFOR Command Post, Ft. Irwin. (Info.)
 - b. At the OPFOR command post, I received an orders brief and met informally with the leadership. I emphasized the outstanding contribution the professional OPFOR has provided in maintaining a trained and ready force, and that training is our number one peacetime mission. I explained that it has taken fifteen years to get where we are today, and that our challenge for the future, in the aftermath of Desert Storm, is to
-

DACS-ZAA

SUBJECT: Trip Report--National Training Center, Ft. Irwin, CA, 14-15
September, 1991

bring units back up to standard through the training experience provided by the CTC's. (Info.)

c. We next visited the 1st Brigade TOC, where I received an operational update, and reviewed the Battlefield Operating Systems. I then attended an AAR for the Senior Noncommissioned Officers of the task force. I was asked to make remarks, and emphasized that as senior NCOs, they represent the principal strength of our Army; and that the CTC experience they are undergoing, is unique to the American Army--where we look at ourselves/critique our performance, and through the AAR process identify what we are doing wrong. I told them that whatever forces we keep, we will keep "trained and ready", and that I will fund all NCO development programs and not back off CTC type training. (Info.)

d. We then visited the 5th Battalion (Mechanized) 6th Infantry, and observed the preparation of defensive positions, and rehearsals for the force-on-force defense. I emphasized to leaders and soldiers the importance of the NTC experience. Afterwards, we received an operational/logistics update at the 105th Support Battalion tactical operations center. (Info.)

e. I returned to the Post HQ, where I received an information briefing from MG Bill Crouch, Commanding General 5th Infantry Division (Mechanized). The topics discussed were organizational initiatives with the 256th Roundout Brigade, and the affect of BRAC on Ft. Polk. I was pleased to note the good news story of the very positive involvement and relationship between the 5th Mech and the 256th Brigade. We now know what it takes to train a Roundout Brigade for mobilization. I want a letter to General Crouch, asking him to publish in coordination with MG Ansel Stroud (TAG Louisiana), a magazine article which tells the "success story" of their unit's relationship. I emphasized that with this closer relationship, we accept a burden too--"ownership"--that if the 2715 and 1R say the unit can deploy in "X" number of days, then in fact the unit must be able to meet that standard. (Action: Staff Gp prepare a letter for my signature.)

f. During the evening, I attended a dinner hosted by BG and Mrs Wesley Clark. Attendees included NTC senior officers and their wives, MG Crouch, BG Lyle, and COL Tom Smith, Commander, Operations Group at the Combat Maneuver Training Center. I used the opportunity to personally

DACS-ZAA

SUBJECT: Trip Report--National Training Center, Ft. Irwin, CA, 14-15
September, 1991

thank the officers and their wives for the many sacrifices they endure in support of our Army and Nation. (Info.)

g. We began the second day with an operational update and tour of the Operations Center. I am pleased with the individual expertise and technological capabilities which enable the center to provide timely and accurate feedback for the AAR process. (Info.)

h. After the update, we departed for the maneuver box, where I observed force on force engagements between the OPFOR and 5-6 Infantry, and a live fire maneuver by the 1-70th Armor Battalion. During the live fire, I observed a recently added training event, in which the unit is presented with a remote controlled friendly vehicle and evaluated on reaction to a potential fratricide situation. (Info.)

4. SUMMARY:

a. This was a great trip and all of my objectives were satisfactorily achieved. The National Training Center, like its counterpart training centers - the CMTTC, at Hohenfels; the JRTC at Fort Chaffee; and the BCTP, at Fort Leavenworth, play a vital role in our number one peacetime mission, "training the force". I am committed to maintaining a trained and ready Army, and, as was the case during Desert Shield/Storm, the experience gained at the CTC's will remain the key to our success. (Info.)

b. I need the following information. (Action: DCSOPS.)

(1) A laydown of future options for the CTC's; the current master plan vision versus current operations and ideal goals.

(2) An article on training the force, specifying the importance I place on training as our number one peacetime mission. I want to emphasize that it has taken us fifteen years to get where we are today; the role of the CTCs; and the fact that training provides the "glue" to maintain a trained and ready Army. (Need paper in time for the Senior Leader War Fighter Conference at Leavenworth in November).

DACS-ZAA

SUBJECT: Trip Report--National Training Center, Ft. Irwin, CA, 14-15
September, 1991

(3) A copy of CAC's original (1989) fratricide study.



GORDON R. SULLIVAN
General, USA
Chief of Staff, Army

DISTRIBUTION:

SAAA	SAILE	SASA	DACS-DK	DACS-ZK	DAMH
SAAG	SAIS	SAUS	DACS-DM	DACS-ZD	DAMI
SACW	SAL	SAUS-D	DACS-DP	DAEC-CA	DAMO
SAFM	SAMR	SAUS-OR	DACS-SM	DAEN	DAPE
SAGC	SAPA	DAAR	DAJA	DASG	NGB
SAIG	SARDA	DACH	DACS-ZB	DALO	

CF:
CG, FORSCOM
CG, NTC

CG, TRADOC
CG, 5TH MECH