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SECRETARY OF THE AIR FORCE**



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**AIR COMBAT COMMAND  
Supplement**

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**Operations**

**PARTICIPATION IN JOINT AND  
NATIONAL EXERCISES**

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This Instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness* and DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*. It provides guidance regarding Air Force participation in the Joint Exercise Program (JEP) and the National Exercise Program (NEP) and addresses the Combatant Commander Exercise and Engagement (CE2) portion of the Department of Defense (DoD) Training Transformation (T2) Program. It provides exercise guidelines and responsibilities, and establishes organizations and tools for the oversight and management of Air Force support for and participation in these exercises. It establishes and provides guidance for the Air Force Joint Exercise Coordination Team (AFJECT), the Exercise Integrated Process Team (EIPT) and the Exercise General Officer Steering Group (EGOSG). It outlines major actions associated with the exercise cycle. This publication applies to Air Force Reserve Command (AFRC) and Air National Guard (ANG) Units. This publication may be supplemented at any level, but all direct Supplements must be routed to the Office of Primary Responsibility (OPR) of this publication for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR using AF Form IMT 847, *Recommendation for Change of Publication*; route AF Form 847s from the field

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(ACC) AFI 10-204, *Participation in Joint and National Exercises*, 21 April 2010 is supplemented as follows: This publication implements major command (MAJCOM) policy by supplementing specific processes and procedures that are unique to Air Combat Command (ACC). This publication provides ACC direction and policy guidance regarding ACC participation in JEP and NEP exercises. It defines ACC actions and responsibilities during the exercise cycle, and assigns responsibilities to appropriate staff agencies and other organizations. This supplement applies to Headquarters Air Combat Command (ACC) and ACC subordinate units to include ACC Numbered Air Forces (NAF), ACC Wings, ACC-gained ANG, and ACC-gained AFRC units. This supplement will be applicable to the ANG when published in the ANG Numerical Index of Applicable Gaining Command Publications (ANGIND 2), and to AFRC when published in the AFRC Numerical Index of Applicable Gaining Command Publications (AFRCIND 2). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/rims.cfm>. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s to HQ ACC/A3Y, 205 Dodd Blvd, Suite 101, Joint Base Langley-Eustis, VA 23665-2789.

### ***SUMMARY OF CHANGES***

This document is substantially revised and must be completely reviewed. Instruction title has been changed to more accurately reflect document contents. This revision establishes exercise management products and organizations directed in Program Action Directive (PAD) 07-13 (**paragraph 1.3.5**); implements Service NEP participation directed in DoDI 3020.47, (**paragraph 1.3.6**); eliminates **Chapter 2** (Responsibilities) and incorporates revised exercise program responsibilities into **Chapter 1** (**paragraph 1.4**); removes the following chapters: **Chapter 4** (Master Scenario Event List (MSEL)), **Chapter 5** (Air Force After-Action Reporting System (AFAARS)), **Chapter 6** (Air Force Remedial Action Program (AFRAP)), **Chapter 7** (Staff and Training). The new **Chapter 2** (Exercise Cycle) incorporates MSEL information (**paragraph 2.2.7**) and After Action Reporting (AAR) guidance (**paragraph 2.4**). The new **Chapter 3** (Exercise Funding and Programming) provides new guidance regarding Service Incremental Funding (SIF), Commercial Ticket Program (CTP), and Port Handling/Inland Transportation (PH/IT) procedures based on consolidating NEP/JEP funding into the Office of the Secretary of Defense (OSD) Combatant Commander Exercise and Engagement (CE2) program. The new **Chapter 4** identifies prescribed and adopted forms. The Instruction also adds **Attachments 2, 3, and 4** addressing the AFJECT, EIPT, and EGOSG.

(ACC) This publication has been substantially revised and must be completely reviewed. This supplement incorporates changes in office symbols, designates OPRs and offices of coordinating responsibility (OCR), and describes ACC's Joint and National Exercise planning, programming, and execution activity policies, processes, and procedures. This supplement removes references to the Air Force After Action Reporting System and the Air Force Remedial Action Program.

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## Chapter 1

### EXERCISE GUIDELINES AND RESPONSIBILITIES

**1.1. Purpose.** Exercises play an essential role in preparing United States Air Force (USAF) forces to conduct air, space, and cyberspace operations and perform their mission essential tasks. This Instruction provides direction and additional policy guidance regarding Air Force participation in the National Exercise Program (NEP) and the Chairman, Joint Chiefs of Staff (CJCS)-designated exercises that constitute the Joint Exercise Program (JEP). It supports the *Strategic Plan for Transforming DoD Training*, CJCSM 3500.03B, *Joint Training Manual for the Armed Forces of the United States*, and CJCSI 3500.01E, *Joint Training Policy and Guidance for the Armed Forces of the United States*. It defines actions and responsibilities during the exercise cycle and outlines procedures for programming and budgeting exercise funds. It establishes organizations and processes to help manage Air Force NEP/JEP exercise participation and support.

**1.1. (ACC)Purpose.** ACC supports JEP and NEP exercises with designated forces as required. ACC or ACC-gained forces participating in these exercises benefit by honing and refining their skills, mission ready capability, and readiness required to meet any challenge.

**1.2. Objective.** Air Force units participate in NEP and JEP exercises to hone and refine their execution of mission essential and supporting tasks, validate training, improve response capabilities, and enhance and evaluate readiness. The Air Force goal is to optimize the benefits of participating in these exercises.

#### 1.3. Exercise Guidelines.

1.3.1. **Concept.** Exercises must embody a “train the way we fight” philosophy and should exercise actual command relationships as much as possible. Exercises should provide opportunities to assess real-world capabilities consistent with safety, security, and overall exercise objectives. When appropriate, exercises should also incorporate other requirements and operational challenges, such as logistics, support, force protection, and the ability to operate in a degraded/contaminated environment, including biological, radiological, and nuclear (CBRN) environments. Whenever possible, exercises should seek to employ and evaluate current or proposed plans, policies, procedures, processes, Warfighter Challenges, and doctrine.

1.3.2. **Conditions.** Exercises give commanders an opportunity to assess the ability of their units to perform their missions and should be conducted and examined under “no-fault” conditions. Exercise participants should have the “freedom to fail” within the bounds of safe operations and the need to meet exercise objectives. Per CJCSI 3500.01E, assessments for CE2 exercise will be recorded in the Joint Training Information Management System (JTIMS). Unless part of a formal inspection, do not grade individual or unit performance. Formal inspections, such as operational readiness inspections (ORIs), may be conducted during exercises provided graded events are clearly identified to all exercise participants and grading will only affect inspected units.

**1.3.3. Linking Exercises.** To take advantage of the synergy that exists when exercises require similar skill sets and have common venues, scenarios, and objectives, Air Force Major Commands (MAJCOMs), Field Operating Agencies (FOA), and Direct Reporting Units (DRUs) should consider linking their sponsored exercises with CJCS-sponsored, CCDR-sponsored, or other appropriate exercises whenever possible.

1.3.3.1. Scheduling. Participating in NEP and JEP exercises and also supporting Air Force-sponsored exercises places considerable stress on Air Force units and often strains available assets. Force providers must determine their ability to support all exercise requirements as they develop their exercise schedules and make exercise commitments.

1.3.3.1. (ACC) ACC Operations Division (ACC/A3O) manages the ACC-assigned aviation units' Exercise and Training schedule using the web-based Consolidated Planning Schedule (CPS) database. Flying units are scheduled and tasked using the standards and priorities outlined in AFI10-420, *Combat Air Forces Aviation Scheduling*.

1.3.3.2. (Added-ACC) ACC/A3O will coordinate with ACC/A2 for scheduling intelligence units and personnel tasked to support JEP and NEP exercises. ACC/A2 will review and verify intelligence taskings as required. ACC/A3O will coordinate with other ACC Directorates, as required, for scheduling associated personnel.

#### **1.3.4. Support Requirements.**

1.3.4.1. Participants. Exercises provide participants the opportunity to practice actions and procedures in an instructive environment. To ensure the appropriate personnel benefit from this exercise experience, role players and substitutes for key personnel should be kept to a minimum.

1.3.4.2. War Reserve Materiel (WRM). WRM may be used to provide Indirect Mission Support for Joint Chiefs of Staff and Air Force exercises with proper approval/authorization and funding, as outlined in AFI 25-101, *War Reserve Materiel (WRM) Program Guidance and Procedures*. WRM assets will not be used for exercises without appropriate release authority.

1.3.4.3. Preparation. Exercise planners should review operational, logistical, support, and force protection requirements, command relationships, applicable plans, After Actions Reports (AAR), lessons learned databases, corrective action reports, observation reports, and guidance from higher headquarters to determine appropriate exercise objectives and ensure the exercise design supports meeting these objectives.

1.3.4.4. Environmental Compliance. Exercise sponsors will ensure exercises conducted in the United States, its territories, and possessions comply with applicable Federal, State, interstate, and local environmental requirements. Air Force exercise planners will ensure compliance with AFI 32-7061, *The Environmental Impact Analysis Process (EIAP)* for all Air Force-sponsored exercises. Exercises conducted at Department of Defense (DoD) installations in foreign countries will comply with AFI 32-7006, *Environmental Program in Foreign Countries*.

1.3.4.5. Contractor Support for Exercises. The contract statement of work is the source document for contractor duties and responsibilities. Contractor support for exercises must be confined to the services specified by contract or negotiated during the exercise planning process.

1.3.4.6. Status of Forces Agreement for Combined Exercises. Whenever USAF forces participate with other countries in any combined exercise, the United States should have a status of forces agreement (SOFA) or similar arrangement with all participating countries. If a SOFA does not exist with any country, such an agreement should be negotiated and concluded in advance of the exercise in accordance with DoD Directive (DoDD) 5530.3, *International Agreements*, AFI 51-701, *Negotiating, Concluding, Reporting, and Maintaining International Agreements*, and AFJI 51-706, *Status of Forces Policies, Procedures, and Information*. If in doubt as to the existence of such an agreement with regard to a particular country or for assistance in preparing an agreement, contact Secretary of the Air Force, Office of the General Counsel, Deputy General Counsel for International Affairs (SAF/GCI).

1.3.4.7. **(Added-ACC)** Proper Use Memorandums (PUMs) for domestic collection. Exercise sponsors will ensure compliance with applicable Federal requirements regarding proper use of domestic collection during exercises conducted in the U.S., its territories, and possessions.

1.3.5. **Exercise Management.** The Air Force will develop the following products and use the following organizations to optimize exercise support and participation.

1.3.5.1. Exercise Management Products.

1.3.5.1.1. Weight of Effort (WoE). The WoE is a prioritized scoring matrix developed to assist Air Force senior leaders in making personnel and equipment apportionment decisions for exercise support functions, such as Air and Space Operations Center (AOC) augmentation, exercise control group support, and modeling and simulation (M&S) support. The WoE utilizes quantitative grading criteria to identify which exercises provide the greatest training benefit for USAF units. The WoE is not intended to be used for prioritization of funding.

1.3.5.1.1. **(ACC)** ACC Exercises and Joint Operations Division (ACC/A3Y) is ACC's OPR to consolidate and prioritize WoE information IAW each MAJCOM's WoE matrix assessment. ACC/A3Y coordinates all MAJCOM WoE inputs for submission to Air Force Operational Training Division (AF/A3O-AT).

1.3.5.1.2. Global Exercise Schedule (GES). The GES is the annual schedule of exercises requiring support from Air Force exercise control and M&S organizations. Air Combat Command (ACC) develops and maintains the GES.

1.3.5.1.2. **(ACC)** ACC/A3Y is the OPR to collect and consolidate exercise execution dates from each MAJCOM and HQ ACC Staff. ACC/A3Y develops and coordinates the GES for submission to AF/A3O-AT. The GES is used as a centralized deconfliction schedule for all exercises.

### 1.3.5.2. Exercise Management Organizations.

1.3.5.2.1. Air Force Joint Exercise Coordination Team (AFJECT). The AFJECT is an action officer-level working group responsible for developing a validated GES. Additional guidance is at Attachment 2.

1.3.5.2.1. (ACC) ACC/A3Y is the OPR and chairs the AFJECT. ACC/A3Y schedules AFJECT meetings, publishes meeting minutes and scheduling decisions made through the AFJECT, and maintains and publishes the GES via the AFJECT CoP, <https://afkm.wpafb.af.mil/community/views/home.aspx?Filter=AC-OP-01-06>. Through the AFJECT working group, ACC/A3Y works with other MAJCOMs to deconflict exerci

1.3.5.2.2. Exercise Integrated Process Team (EIPT). The EIPT is a multi-command, colonel-level organization responsible for coordinating and addressing cross-MAJCOM exercise issues and developing the WoE. Additional guidance is at Attachment 3.

1.3.5.2.3. Exercise General Officer Steering Group (EGOSG). The EGOSG is an executive level forum to address exercise-related issues and AF support to CSAF, Combatant Commander (CCDR), and MAJCOM/CC exercise requirements and priorities. Additional guidance is at Attachment 4.

1.3.5.2.3. (ACC) ACC's Director of Air Operations (ACC/A3) is the designated ACC representative to the EGOSG. ACC/A3Y will provide direct support to the ACC/A3 and will prepare required decision packages or materials. For ACC intelligence issues, ACC Intel Plans and Requirements (ACC/A2X) is OCR to ACC/A3Y.

1.3.5.3. (Added-ACC) **Exercise Management.** ACC/A3Y is ACC's OPR and will initiate and lead ACC's planning for each exercise to include informing ACC AEF Policy Section (ACC/A3OP) and AFPC AEF Operations (AFPC/DPW) of the JOPES Plan ID (PID) and planning milestones for exercises, as outlined in AFI 10-401, *Air Force Operations Planning and Execution*, and supplemented by ACC.

1.3.6. **National Exercise Program (NEP).** DoD Components will support the NEP in accordance with DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*.

1.3.6.1. Scope. The NEP is run by the Department of Homeland Security and provides a framework for prioritizing and focusing Federal exercise activities. It is the principal mechanism for examining the overall preparedness of the United States Government (USG) and enables Federal departments and agencies to examine and evaluate national policies, plans, and strategies during the management of domestic catastrophic events, such as CBRN incidents, as a result of attack or natural disaster.

1.3.6.2. Tiers. The NEP Implementation Plan categorizes exercises into the following tiers that reflect priorities for interagency participation:

1.3.6.2.1. Tier I. This is the highest priority level. Tier I exercises are centered on White House directed, USG-wide issues and require the participation of appropriate department and agency principals along with their operations centers and staffs.

1.3.6.2.2. Tier II. These are Federal department/agency exercises with a focus on USG strategy, policy, and procedural issues meriting priority for national and regional Federal interagency participation. Each department or agency will determine their level of actual or simulated support for NEP Tier II exercises.

1.3.6.2.3. Tier III. These are other Federal exercises focused on plans, policies and procedures at the regional, operational, or tactical level not requiring broad interagency headquarters-level involvement. Participation at the national level is at the discretion of each department or agency.

1.3.6.2.4. Tier IV. These are exercises in which State and local government, and/or private sector entities are the primary exercise audience.

1.3.6.3. National Level Exercise (NLE). The NLE is the single annual operations-based NEP Tier I exercise and requires the participation of all appropriate department and agency principals.

1.3.6.4. The Chairman of the Joint Chiefs of Staff (CJCS) serves as the DoD POC to the NEP and orchestrates overall DoD NEP execution.

1.3.6.4.1. The Air Force will participate in NEP Tier I exercises when appropriate given the scenario or when tasked by either the ASD (HD&ASA) or by CJCS or his or her representative.

1.3.6.4.2. Unless directed by higher authority, Air Force participation in Tier II, III, and IV NEP exercises is at the discretion of MAJCOM and unit leadership.

1.3.6.4.3. A tasked MAJCOM will notify AF/A3O-ATT and the requesting agency when they cannot provide requested exercise support to any NEP exercise.

1.3.6.5. AF/A3O-ATT will monitor Air Force participation in NEP exercises.

1.3.6.6. Air Force organizations that participate in a NEP exercise will:

1.3.6.6.1. Fully support exercise planning, execution, and evaluation.

1.3.6.6.2. Provide trusted agents, as needed, to design and control the exercise.

#### **1.4. Nuclear Exercises.**

1.4.1. MAJCOM/CCs are responsible to ensure MAJCOM nuclear exercises are conducted properly. MAJCOM/CCs are the waiver approval authority, unless delegated to the CV, for movement/cancellation of scheduled nuclear exercises which are MAJCOM directed or higher.

1.4.2. NAF/CCs are responsible to ensure NAF nuclear exercises are conducted properly. NAF/CCs are the waiver approval authority, unless delegated to the CV, for movement/cancellation of scheduled nuclear exercises which are NAF directed or higher.

#### **1.5. Exercise Program Responsibilities.**

1.5.1. **Deputy Chief of Staff (DCS) for Operations, Plans, and Requirements (AF/A3/5):** provides oversight for Air Force-sponsored exercises and Air Force participation in NEP and JEP exercises.

1.5.1.1. AF/A3/5 chairs the EGOSG and coordinates Vice Chief of Staff of the Air Force (VCSAF) approval of recommended WoE and allocation of resources.

1.5.2. **HQ USAF Director of Operations (AF/A3O):** is the office of primary responsibility (OPR) for managing Air Force-wide participation in NEP and JEP exercises.

1.5.2.1. HQ USAF Operational Training Division (AF/A3O-AT) is the point of contact (POC) and acts on behalf of AF/A3O to accomplish the following:

1.5.2.1.1. Provide guidance and monitor Air Force participation in NEP and JEP exercises.

1.5.2.1.2. Coordinate Air Force exercise requirements with the Joint Staff (JS), Office of the Secretary of Defense (OSD) and its Defense Agencies/Field Activities, sister Services, and other USG and non-USG exercise partners, as required;

1.5.2.1.3. Advocate for and administer the Air Force allocation of Combatant Commanders Exercise and Engagement (CE2) funds to meet Service Incremental Funds (SIF) requirements;

1.5.2.1.4. Coordinate the planning, execution, and evaluation of NEP and JEP exercises which involve Headquarters Air Force (HAF) support and participation;

1.5.2.1.5. Serve as the Air Force interface with Joint Staff/J-7 for Commercial Ticket Program (CTP) and Port Handling/Inland Transportation (PH/IT) requirements;

1.5.2.1.6. Serve as the HAF POC for Air Force NEP and JEP exercise activities;

1.5.2.1.7. Chair the EIPT and serve as the EGOSG Executive Secretariat.

1.5.2.2. HQ USAF Homeland Operations Division (AF/A3O-AH) will monitor AF participation in Homeland Defense and Defense Support to Civil Authorities (HLD/DSCA) related exercises.

1.5.3. **HAF Directorates will:**

1.5.3.1. Monitor Air Force-wide exercise participation activities within their functional area;

1.5.3.2. Assist AF/A3O-AT with the planning and execution of exercises requiring HAF support and participation.

1.5.4. **MAJCOMs, FOAs, and DRUs will:**

1.5.4.1. Provide oversight of headquarters and subordinate unit exercise activities.

1.5.4.1. (ACC) ACC is the lead MAJCOM (L-MAJCOM) for exercises as described in PAD 7-13, Tab J, *Exercises*.

1.5.4.1.1. Provide supplemental guidance, as needed, to clarify exercise planning, controlling, executing, and evaluating functions and responsibilities.

1.5.4.1.1. (ACC) Supplemental documents include this publication, PAD 7-13, CJCS Joint Training Guidance, exercise reporting instructions, AFI10-420, AFI 10-251, JTIMS Reports, Time-Phased Force and Deployment Data (TPFDD), Joint Manning Documents, and associated ACC supplements.

- 1.5.4.1.2. Ensure exercise activities help command and subordinate units achieve and maintain their designed operational capability, and are able to fulfill OPLAN taskings and appropriately respond to contingencies, such as natural disasters or terrorist incidents.
- 1.5.4.1.2. (ACC) ACC Flight Operations Division (ACC/A3T) is ACC's OPR. ACC/A3Y is ACC's OCR.
- 1.5.4.1.3. Conduct a safety review of the exercise plan.
- 1.5.4.1.3. (ACC) ACC Chief of Safety (ACC/SE) is ACC's OPR.
- 1.5.4.2. Establish a headquarters-level OPR to implement their exercise program and oversee and monitor the exercise activities of subordinate units.
- 1.5.4.2. (ACC) ACC/A3Y is ACC's OPR. ACC/A3Y has a Program Manager assigned for each Combatant Command (COCOM)/Region that is responsible for coordinating funding, manpower, aircraft, and resource tasking with subordinate units.
- 1.5.4.2.1. Establish a command interface POC with AF/A3O-AT for overall exercise planning and coordination.
- 1.5.4.2.1. (ACC) ACC/A3Y is ACC's OPR. A3Y is the liaison element that provides an interface between the supported air component COCOM and AF/A3O-AT to ensure adequate funding, manning, and support are provided for each JEP/NEP event.
- 1.5.4.2.2. Attend exercise planning conferences, as required.
- 1.5.4.2.2. (ACC) ACC/A3Y is ACC's OPR and will attend planning conferences to provide oversight of ACC participation and ensure adequate resources are provided for successful exercise execution. ACC/A3Y will coordinate other ACC Directorate attendance, as required.
- 1.5.4.3. Coordinate SIF, CTP, and PH/IT requirements with AF/A3O-ATT.
- 1.5.4.3. (ACC) ACC/A3Y is ACC's OPR. ACC Resources and Budget Division (ACC/A3R), is ACC's OCR. ACC/A3Y will coordinate SIF, CTP and PH/IT requirements with AF/A3O-AT.
- 1.5.4.3.1. Manage allocated CE2 SIF budget.
- 1.5.4.3.1. (ACC) ACC/A3Y is ACC's OPR. ACC/A3R is ACC's OCR.
- 1.5.4.4. Support EGOSG and EIPT requirements and activities.
- 1.5.4.4. (ACC) ACC/A3Y is ACC's OPR.
- 1.5.5. **Lead MAJCOM (L-MAJCOM).** To facilitate AF exercise planning, programming, and execution activities, the following MAJCOMs will serve as L-MAJCOMs for exercises within the following mission areas:
- 1.5.5.1. Air Combat Command (ACC) is the L-MAJCOM for Combat Air Forces (CAF).

1.5.5.1. (ACC) ACC provides direct liaison with AF/A3O-AT and supported MAJCOMs/air components to ensure each event is adequately resourced.

1.5.5.2. Air Mobility Command (AMC) is the L-MAJCOM for Mobility Air Forces (MAF).

1.5.5.3. Air Force Special Operations Command (AFSOC) is the L-MAJCOM for Special Operations Forces (SOF).

1.5.5.4. Air Force Space Command (AFSPC) is the L-MAJCOM for Space and Cyberspace Forces.

1.5.5.5. Air Force Global Strike Command (AFGSC) is the L-MAJCOM for Nuclear Forces.

1.5.5.6. All Air Force organizations will coordinate their requirements within these named mission areas with the appropriate L-MAJCOM.

**1.5.6. L-MAJCOMs will:**

1.5.6.1. Develop a prioritized list of exercise requirements for their designated mission area. This list may be used to measure how well individual exercises address specific mission area objectives.

1.5.6.1. (ACC) ACC/A3Y will accomplish the above task through the AFJECT. The AFJECT develops the exercise support prioritization list through the WoE process. Each MAJCOM representative identifies their exercise requirements through JTIMS submissions. For exercise support conflicts, the AFJECT refers to the WOE prioritization list to determine which event has a higher priority for personnel support.

1.5.6.2. Evaluate mission area exercise participation and assess the impact on AF capability to meet AF-wide mission area requirements.

1.5.6.2. (ACC) ACC/A3T is ACC's OPR and will ensure all ACC directorates' inputs are considered in applicable assessments. ACC's Intel Plans and Requirements Division (ACC/A2X) is OCR to ACC/A3T and will evaluate ACC Intelligence forces' exercise and participation and assess the impact on AF capability to meet AF-wide mission area requirements.

1.5.6.3. Assist HAF with identifying mission area exercise shortfalls and advocating for additional exercise opportunities or resources, as appropriate.

1.5.6.3. (ACC) ACC/A3Y is ACC's OPR. JTIMS is the primary source to identify exercise requirements. ACC Program Managers serve as the interface between units and HAF to identify and mitigate shortfalls and coordinate additional training opportunities. The AFJECT and CPS processes provide forums to identify additional training opportunities and identify resource shortfalls.

1.5.6.4. In addition, ACC will:

1.5.6.4.1. Program for and provide oversight of the U.S. Air Force Warfare Center;

1.5.6.4.1. (ACC) The 505<sup>th</sup> Command and Control Wing (505CCW) is subordinate to the U.S. Air Force Warfare Center and provides the training environment, M&S support and exercise control for operational-level training events, to include events

linked with COCOM events. The WoE Exercise Prioritization Scoring Matrix identifies the exercise support priorities for the 505CCW. This WoE Matrix and Global Exercise Schedule is coordinated through the EGOSG and approved by the VCSAF.

1.5.6.4.2. Assist supported Commands in the planning and execution of NEP and JEP exercises;

1.5.6.4.2. (ACC) ACC/A3Y is ACC's OPR. ACC/A3Y has a Program Manager for each COCOM/Region who is responsible for coordinating exercise support (funding, manpower, aircraft, resource tasking, etc) with ACC/A3O, ACC/A3R, and ACC Functional Area Managers/Representatives, as well as C-MAJCOM, and C-NAF exercise divisions.

1.5.6.4.2.1. As the Air Force Component MAJCOM (C-MAJCOM) to Joint Forces Command (JFCOM), augment C-MAJCOMs and C-NAFs with exercise control, M&S, and Aggressor support, as required.

1.5.6.4.2.1. (ACC) With the disestablishment of JFCOM, ACC is awaiting HAF guidance on Air Force Component MAJCOM assignment. ACC/A3Y is ACC's OPR. ACC/A3O is ACC's OCR. ACC/A3Y will coordinate exercise control, M&S, and Aggressor support requirements and ACC/A3O will coordinate scheduling with other ACC Directorates, as required. 505CCW is the scheduling OPR when JEP or NEP exercises require 505CCW M&S support. ACC will leverage joint networks, systems training, and funding to maximize use of constrained budgets.

1.5.6.4.3. Serve as the EIPT Executive Secretariat.

1.5.6.4.3. (ACC) ACC/A3Y is ACC's OPR and also the designated EIPT Executive Secretariat. ACC/A3Y records meeting minutes and coordinates with the EIPT chairman, AF/A3O-AT, to produce the final draft. The Executive Secretariat may assist in meeting setup and notifying members of upcoming events. The Executive Secretariat assists AF/A3O-AT in preparing GES/WoE Prioritization packages for VCSAF approval.

1.5.6.4.3.1. Work with EIPT members and appropriate MAJCOM representatives to address exercise issues and develop resolution recommendations.

1.5.6.4.3.1. (ACC) ACC/A3Y is ACC's OPR.

## Chapter 2

### EXERCISE CYCLE

**2.1. Exercise Cycle.** The exercise cycle consists of the planning, execution, and evaluation phases needed to create, conduct and assess an exercise.

**2.2. Planning Phase.** The planning phase encompasses all aspects of building an exercise and as a minimum should address the following areas:

2.2.1. **Exercise concept.** The exercise concept guides and focuses the planning effort. It identifies the exercise type (e.g. command post exercise (CPX), field training exercise (FTX), etc.), the major participants, the level of exercise play, the broad scenario profile and the plans, procedures, and activities that are the primary exercise focus.

2.2.2. **Exercise objectives.** Exercise objectives are the precise, action-oriented statements that identify the goals for the exercise. Objectives should be developed around tasks from applicable Mission Essential Task Lists (METLs). When participating in linked exercises, Air Force exercise objectives should be compatible with those of the other exercise(s).

2.2.3. **Exercise plans (EXPLANs).** EXPLANs should typically follow the standard Operations Plan (OPLAN) format found in CJCSM 3122.03C, *Joint Operation Planning and Execution System (JOPEs)*, Vol II--*Planning Formats and Guidance*, and contain pertinent annexes. When appropriate, participating Air Force organizations (HAF, MAJCOM, etc) will assist the exercise sponsor with EXPLAN development. Depending on exercise complexity, duration and level of participation, Air Force organizations may, at their discretion, create an organizational EXPLAN to clarify exercise requirements and responsibilities.

2.2.4. **Exercise control.** Exercise execution is managed by controllers who are knowledgeable in the timing and content of exercise events. Air Force planners should determine the number and location of control elements and the exercise control procedures needed to provide overall exercise management and support the accomplishment of Air Force objectives. Planners should prepare and provide exercise controllers the support materials needed to manage exercise execution.

2.2.4. (ACC) ACC/A3Y is ACC's OPR. ACC/A3O is ACC's OCR. ACC/A3Y will coordinate exercise Controller requirements and ACC/A3O will coordinate scheduling with other ACC Directorates, as required.

2.2.5. **Training.** Exercises are a training program adjunct and provide an opportunity to practice trained actions and procedures during simulated situations in a controlled environment. Exercise organizations must determine the training their exercise players require to properly prepare them for a particular exercise and then ensure the training is accomplished before the exercise.

2.2.6. **Exercise Player Materials.** One of the goals of the exercise program is to practice, validate, and reinforce established procedures. To help support this goal, whenever possible, exercise information should be communicated using established procedures. Exercise-specific player materials should only be created when normal communication tools or procedures do not exist to provide required exercise information.

2.2.6.1. Exercise player material must not divulge trusted agent information or release any event information before the scheduled time of the event.

2.2.7. **Master Scenario Event List (MSEL).** Typically, the MSEL is a chronological database of planned events and expected player actions that exercise controllers use to manage and guide the exercise to achieve exercise objectives.

2.2.7.1. The MSEL is the scenario game plan for the exercise and should only be accessible to trusted agents and must not be released to exercise players.

2.2.7.2. The exercise sponsoring organization is responsible for directing and overseeing MSEL development and creating and maintaining the MSEL database.

2.2.7.2.1. Trusted agents from participating Air Force organizations will review the MSEL and ensure planned events support Air Force objectives.

2.2.7.2.1.1. Air Force planners will coordinate on events that require Air Force participation and, when appropriate, create or change events to meet Air Force exercise requirements.

2.2.7.2.1.2. When necessary, planners will attend MSEL Development and/or Synchronization Conferences to oversee scenario development and execution coordination.

2.2.8. **Trusted Agents.** Trusted agents are subject matter experts who are given advance knowledge of exercise scenario details for the purpose of assisting with exercise development and planning.

2.2.8.1. To maintain the integrity of exercise information, organizations should limit the number of trusted agents to the absolute minimum required to support proper planning.

2.2.8.1.1. To maintain exercise planning continuity, trusted agents should be capable of serving from the start of exercise planning through execution.

2.2.8.1.2. Trusted agents should not be principal players during exercise execution since advance knowledge of exercise events can significantly decrease the benefit players receive from an exercise.

2.2.8.2. As a minimum, trusted agent information is For Official Use Only and should remain close-hold within the exercise planning community. Exercise information should not be released outside the planning community without the approval of the primary planning staff of the sponsoring organization for an exercise.

2.2.9. **Exercise planners.** Planners must be knowledgeable in the procedures, plans, and processes being exercised.

2.2.9.1. The following references provide detailed information on the Joint Training System (JTS) and the Joint Event Life Cycle (JELC) and can assist exercise planners in the design, conduct and evaluation of exercises:

2.2.9.1.1. CJCSI 3500.01E, *Joint Training Policy and Guidance for the Armed Forces of the United States.*

2.2.9.1.2. CJCSI 3500.02, *Universal Joint Task List Policy and Guidance for the Armed Forces of the United States.*

2.2.9.1.3. CJCSM 3500.03B, *Joint Training Manual (JTM) for the Armed Forces of the United States*.

2.2.10. **Observers.** Observers are a vital link in the exercise process. They ensure exercise objectives are met, provide on-the-spot instruction and capture lessons learned and/or best practices for the after-action report and inclusion in the Joint Lessons Learned Information System (JLLIS). They can also recommend and coordinate event changes when required during exercise execution.

2.2.10. (ACC) ACC/A3Y is ACC's OPR. ACC/A3O is ACC's OCR. ACC/A3Y will coordinate Observer requirements and ACC/A3O will coordinate scheduling with other ACC Directorates, as required.

2.2.11. **Communication and Testing.** Communication Setup and Testing are important exercise preparation steps and should include validation of all certifications and accreditations, end-to-end communications checks, and systems interoperability verification.

**2.3. Execution Phase.** The formal execution phase begins with deployment of exercise participants or STARTEX and continues until ENDEX.

2.3.1. Controllers manage the direction, pace, and intensity of exercise play in accordance with the exercise control plan established by the exercise sponsoring organization.

2.3.1.1. When required, an Air Force Exercise Control Group (AFECG) will oversee and manage the exercise activity of Air Force exercise participants.

2.3.1.1.1. The AFECG will not include exercise players and will be tailored to support the size and scope of the exercise and meet the exercise needs of participating Air Force organizations.

2.3.1.2. White Cell. Since all organizations do not participate in every exercise, White Cell personnel will replicate the actions or inputs of non-participating organizations that are needed to keep exercise activities on track. White Cell personnel will not be exercise players but are trusted agents and may also perform controller functions.

2.3.1.2. (ACC) ACC/A3Y is ACC's OPR. ACC/A3O is ACC's OCR. ACC/A3Y will coordinate White Cell requirements and ACC/A3O will coordinate scheduling with other ACC Directorates, as required.

2.3.2. **Exercise Reporting.** Exercises provide an opportunity to practice procedures and evaluate their effectiveness. All exercise participants, to include observers and controllers, should note strengths and weaknesses encountered in any area during exercise planning or execution and identify these using the prescribed lessons learned and after actions processes.

**2.4. Evaluation Phase.** The evaluation phase is a critical part of the exercise process and enables participants to evaluate and assess exercise actions, propose changes, and share this information with others. After Action Reports (AARs) and Lessons Learned (L2) actions are key elements of this phase.

2.4.1. **AARs.** Participating Air Force organizations should develop an AAR that summarizes exercise activities, evaluates actions, identifies strengths and weaknesses, and makes recommendations, as appropriate.

2.4.1.1. Participating Air Force organizations will follow the guidance in AFI 90-1601, *Air Force Lessons Learned Program*, for posting and forwarding AARs.

2.4.1.1. (ACC) ACC NAFs and ACC/A3Y will post approved ACC Exercise AARs into JLLIS.

2.4.2. **Lessons Learned.** The Air Force Office of Lessons Learned (AF/A9L) is the OPR for the Air Force Lessons Learned Process (AFL2P).

2.4.2. (ACC) ACC Lessons Learned Division (ACC/A9L) is ACC's OPR.

2.4.2.1. Unless otherwise directed by exercise protocols, all participating Air Force units will comply with the observation, collection, reporting, validation, dissemination, and tracking procedures contained in AFI 90-1601.

2.4.3. The Air Force Joint Lessons Learned Information System (<https://www.jllis.mil/USAF>) is the Air Force and DoD system of record for the management of all Air Force observations, L2, and AARs.

## Chapter 3

### EXERCISE FUNDING AND PROGRAMMING

#### 3.1. General Information.

3.1.1. The Combatant Commander Exercise and Engagement (CE2) account funds Air Force participation in Joint Exercise Program (JEP) exercises. The CE2 account is programmed by the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD (P&R)) and is managed by the Joint Staff (JS)/J-7 with support from US Joint Forces Command (USJFCOM).

3.1.2. Exercise funding and programming actions occur within the DoD biennial Planning, Programming, Budgeting, and Execution (PPBE) process.

3.1.3. Air Force organizations will comply with the JEP provisions in CJCSI 3511.01A, *Joint Exercise Transportation Program*.

#### 3.2. Combatant Commander Exercise and Engagement (CE2) Account.

##### 3.2.1. The CE2 account provides funds for the following types of exercise activities:

3.2.1.1. Incremental Expenses. CE2 provides Service Incremental Funding (SIF) to pay for the incremental O&M activities incurred solely for, or as a direct result of, planning for or taking part in a CE2-funded exercise. Valid incremental activities include such items as lodging, per diem, non-aviation fuel, consumable supplies, contract support, and communications. It does not include costs funded in other AF accounts, such as flying hours.

3.2.1.1. (ACC) In addition to not funding flying hours, CE2 SIF does not augment other AF accounts, such as payroll, to include overtime for civilians.

3.2.1.2. Transportation. Exercise transportation includes airlift, sealift, Port Handling (PH), Inland Transportation (IT), and the Commercial Ticket Program (CTP). Transportation funding generally covers the cost of transporting personnel and equipment from a unit's home station to the exercise area and return. Commercial air travel from home station to and from the aerial port of embarkation (APOE), however, is a Service responsibility. Active duty, ANG, and AFRC forces can receive CE2 Transportation funds.

3.2.1.2. (ACC) CTP funds are used to move personnel who are participating in a joint exercise and are validated for use of commercial travel.

3.2.1.2.1. Port Handling (PH). Port handling includes commercial contract expenses to receive or dispatch cargo for an exercise at Port of Embarkation (POE) and Port of Debarkation (POD) associated with Military Sealift Command (MSC) for sealift and Surface Deployment and Distribution Command (SDDC) for commercial shipping. PH expenses include documentation, terminal handling, and stevedoring.

3.2.1.2.2. Inland Transportation (IT). Inland transportation funds purchase approved point-to-point transportation service associated with the movement of exercise participants and cargo, between the units' home base/installation to and from a

POE/POD and to or from the exercise area, by commercial-for-hire firms when organic transportation is not available or cost effective. Movement is by surface transportation (rail, highway, and inland waterway). Using vehicles where commercial drivers are included in the lease/ticket price is permissible. The leasing of commercial vehicles (e.g., passenger vans), however, is specifically excluded and should not be confused with commercial-for-hire firms, including bus lines. Transportation expenses associated with temporary duty, exercise conferences, and air travel are specifically excluded from IT funding.

3.2.1.2.3. Commercial Ticket Program (CTP). This program supports individual commercial air travel during exercise execution when military airlift or commercial air charter cannot satisfy the sponsoring command's transportation requirements. CTP is used only when United States Transportation Command (USTRANSCOM)-provided common-user transportation cannot satisfy the CCDR-validated exercise Time-Phased Force Deployment Data (TPFDD). CTP funds can only be used to purchase commercial airline tickets. CTP funds do not cover per diem or movement to the APOE or from the APOD. Once CTP requirements are determined for a particular exercise, USTRANSCOM will post the CTP authorization message on their Single Mobility System (SMS) website.

3.2.2. AF/A3O-ATT is responsible for managing the disbursement of CE2 funds associated with Air Force participation in JEP exercises.

3.2.2.1. Funding for JEP exercises is based on requirements identified in the Joint Training Information Management System (JTIMS). Exercise sponsors, planners, and participants should ensure the accurate and timely entry of required JTIMS data.

3.2.2.2. AF/A3O-ATT will use Emergency and Special Project (ESP) codes to track CE2 expenditures by exercise. To facilitate exercise expenditure accounting, Air Force organizations will ensure that all exercise fund cites contain the proper ESP code.

### 3.3. CE2 Funds Management.

3.3.1. PH/IT Funds.

3.3.1.1. MAJCOMs/FOAs/DRUs will manage the obligation and distribution of PH/IT funds.

3.3.1.1. (ACC) ACC/A3Y is ACC's OPR. ACC/A3R is ACC's OCR. ACC/A3Y will coordinate with ACC/A3R to manage obligations and distribution of PH/IT funds.

3.3.1.2. Transportation Account Codes (TAC). MAJCOMs/FOAs/DRUs should use TACs to fund PH/IT requirements whenever possible. When a TAC is not viable, MAJCOMs/FOAs/DRUs will request PH/IT funding per [paragraph 3.3.1.3](#).

3.3.1.2. (ACC) ACC/A3Y will provide exercise planners the appropriate TAC.

3.3.1.3. Funding Request. MAJCOM/FOA/DRU exercise planners will send a PH/IT funding request to AF/A3O-ATT ([afa3oatt.workflow@pentagon.af.mil](mailto:afa3oatt.workflow@pentagon.af.mil)) as soon as the PH/IT need is known. The PH/IT funding request will include the exercise name, number of passengers and/or total weight of cargo (in short tons), and the estimated cost.

3.3.1.3. (ACC) ACC/A3Y is ACC's OPR. Unit exercise Project Officers will submit PH/IT requirements to ACC/A3Y, as required, for forwarding to AF/A3O-AT.

3.3.1.3.1. AF/A3O-ATT will forward the PH/IT request to JS/J7 (JEXD). The JS Comptroller will post the funds on the Program Budget Accounting System (PBAS) for the respective MAJCOM/FOA/DRU. MAJCOMs/FOAs/DRUs are then responsible for getting funds to the appropriate units and for tracking PH/IT obligations by exercise name and ESP code.

3.3.1.3.1. (ACC) ACC/A3Y will coordinate with ACC/A3R to transfer funds to units. Funding document(s) will come through the Program Budget Accounting System (PBAS) to the appropriate unit(s) for tracking obligations by exercise name and ESP code.

### 3.3.2. CTP Funds.

3.3.2.1. MAJCOMs/FOAs/DRUs will manage the obligation and distribution of CTP funds.

3.3.2.1. (ACC) ACC/A3Y is ACC's OPR and will coordinate with ACC/A3R to manage obligation and funds distribution. ACC/A3Y will provide guidance to participating units on proper utilization of authorized funds.

3.3.2.2. Funding Request. MAJCOMs/FOAs/DRUs will submit their CTP requests IAW AF/A3O-ATT-issued guidance.

3.3.2.1.1. JS/J7 will process CTP requests and distribute CTP funds IAW the most current JS/J7 Joint Exercise Transportation Program, *Commercial Ticket Program Implementation Guidance*.

### 3.3.3. SIF Funds.

3.3.3.1. AF/A3O-ATT will oversee the distribution of SIF funds and MAJCOMs/FOAs/DRUs will manage the obligation of SIF funds.

3.3.3.1. (ACC) ACC/A3Y is ACC's OPR. Based on approved JEP/NEP exercises, ACC/A3Y will consolidate SIF requirements, develop FINPLANS/Financial Execution Plans, and submit funding requests to AF/A3O-AT. ACC/A3Y will allocate SIF funds between COCOM programs, based on exercise requirements. ACC/A3Y in conjunction with A3R, will coordinate the management of all SIF obligations.

3.3.3.2. Funding Request. MAJCOMs/FOAs/DRUs will follow SIF procedures in [paragraph 3.5](#).

3.3.4. CE2 funds are authorized to support specific approved exercise expenses and may not be redirected to fund any other activities. MAJCOMs/FOAs/DRUs must track PH/IT, CTP, and SIF obligations separately.

3.3.4. (ACC) ACC/A3Y is ACC's OPR. CE2 funds are authorized to support specific approved exercise expenses and may not be redirected to fund any other activities.

## 3.4. Exercise Funds Responsibilities.

3.4.1. JEP Exercises.

3.4.1.1. AF/A3O-ATT is the AF OPR for managing CE2-supplied SIF.

3.4.1.1. (ACC) ACC/A3Y is ACC's OPR.

3.4.1.2. JS/J-7 (JEXD) is the OPR for managing CE2-supplied PH, IT, and CTP funds. AF/A3O-ATT will coordinate consolidated AF requests for these funds to JS by exercise.

3.4.1.2. (ACC) ACC/A3Y is ACC's OPR.

3.4.1.3. All AF organizations will comply with JCS exercise funding guidance in AFI 65-601, Vol 1, *Budget Guidance and Procedures*, Table 10.3.

3.4.2. **Non-JEP Exercises.** Air Force organizations conducting unilateral or other joint exercises not within the approved JEP must fund these exercises from their own O&M accounts. For Air Force-sponsored non-JEP exercises, the MAJCOM or Air Force organization sponsoring an exercise is generally responsible for funding the exercise.

3.4.2. (ACC) With the exception of ACC-sponsored exercises, (e.g. RED FLAG, GREEN FLAG, BLUE FLAG, VIRTUAL FLAG, ANGEL THUNDER, ATLANTIC STRIKE) the NAF or unit sponsoring a non-JEP exercise will be responsible for exercise funding.

3.4.3. **Combined Exercises.** Combined exercises should have a written arrangement with the foreign participant(s) that includes the authority for the exercise, the scope of the exercise, status of US personnel ([paragraph 1.3.4.6](#)), and funding procedures, as appropriate. Any US training provided to participating countries should be handled under available legal authority, such as by a foreign military sales (FMS) case or cross-servicing agreement under Acquisition and Cross-Servicing Agreement (ACSA) authority.

### **3.5. HAF Planning, Programming, Budgeting, and Execution Process for Service Incremental Funding (SIF).**

3.5.1. During the Program Objective Memorandum (POM) development process, MAJCOMs/FOAs/DRUs will submit their Future Years Defense Plan (FYDP) SIF requirements for JEP exercises to AF/A3O-ATT.

3.5.1. (ACC) ACC/A3Y is ACC's OPR.

3.5.1.1. AF/A3O-ATT will consolidate Air Force requirements and submit the Air Force SIF request to OUSD(P&R).

3.5.1.2. OUSD(P&R) incorporates AF SIF requirements into the overall Defense-wide CE2 request as part of the President's Budget (PB).

3.5.2. The Department of Defense Appropriations Act establishes the amount of CE2 funds appropriated for the upcoming execution year. Congress must approve and the President must sign this act for funds to be available. If the appropriations act is not signed before the beginning of the execution year, funding is generally available under a continuing resolution.

3.5.3. OUSD(P&R) will determine AF SIF funding for the current execution year and publish this information as part of the CE2 Program Execution Plan (PEP). Once the AF SIF allocation is known, AF/A3O-ATT will provide execution year fiscal guidance to AF MAJCOMs/FOAs/DRUs.

3.5.3. (ACC) ACC/A3Y will sub-allocate ACC portion of SIF funding to the various COCOM programs and will oversee all aspects of SIF within ACC purview.

3.5.3.1. If a MAJCOM/FOA/DRU encounters an unanticipated SIF requirement during the current fiscal year, the MAJCOM/FOA/DRU should notify AF/A3O-ATT of the requirement. The notification should include sufficient explanation to justify a request for additional funds. If AF/A3O-ATT cannot fund the requirement from existing AF SIF resources, when deemed appropriate, they will submit an Unfunded Requirement to the Joint Staff for additional funds from the CE2 Program.

3.5.3.1. (ACC) Units will immediately notify ACC/A3Y of evolving JCS exercise funding requirements and submit cost estimates to the appropriate Program Manager within the requested time period. ACC/A3Y will serve as the interface with AF/A3O-ATT to resolve funding issues.

3.5.3.2. AF SIF must only be obligated to fund valid JEP exercise activities. MAJCOMs/FOAs/DRUs should notify AF/A3O-ATT when they have excess SIF funds. Ultimately, SIF funds not needed to support AF exercise participation requirements revert back to OUSD(P&R) control for reallocation against other CE2 program requirements.

### 3.6. Tracking and Reporting.

3.6.1. PH/IT and CTP funds are distributed per the procedures in [paragraphs 3.3.1](#) and [3.3.2](#) respectively. SIF funds are distributed per AF/A3O-ATT-issued fiscal guidance. MAJCOMs/FOAs/DRUs will track transportation funds (Z5 funds) sub-allocated from the Joint Staff.

3.6.1. (ACC) ACC/A3Y is ACC's OPR. ACC/A3R is ACC's OCR.

3.6.1.1. MAJCOMs/FOAs/DRUs should track all JEP expenditures using assigned ESP codes. Questions concerning the use of ESP codes should be addressed to AF/A3O-ATT.

3.6.1.1. (ACC) ACC/A3Y is ACC's OPR. ACC/A3R is ACC's OCR.

3.6.2. MAJCOMs/FOAs/DRUs will submit monthly SIF obligation reports to AF/A3O-ATT by the third working day of the following month.

3.6.2. (ACC) ACC/A3Y is ACC's OPR.

3.6.2.1. AF/A3O-ATT will submit a consolidated SIF obligation report to OUSD(P&R) within the first week of the month following the report month.

3.6.3. MAJCOMs/FOAs/DRUs will submit monthly obligation reports (Flash Reports) for funds sub-allocated from the Joint Staff. Flash Reports will be submitted to the Joint Staff Comptroller with info to AF/A3O-ATT by the third working day of the following month.

3.6.3. (ACC) ACC Comptroller (ACC/FM) is ACC's OPR. ACC/A3Y and ACC/A3R are ACC's OCRs.

### 3.7. Funding for Aerial Refueling of Foreign Aircraft during Combined Exercises.

3.7.1. USAF tankers flying aerial refueling missions to exclusively support US aircraft during combined exercises can also refuel foreign aircraft on the same mission provided the following conditions are met:

3.7.1.1. Refueling of foreign aircraft is conducted on a strictly opportune, non-interference basis.

3.7.1.2. Exercise tanker missions are scheduled based on supporting US exercise mission requirements only.

3.7.1.3. Tanker loiter time is not added to exercise tanker missions simply to accommodate non-exercise refueling operations.

3.7.1.4. Foreign governments must pay for the fuel offloaded in accordance with USAF instructions and procedures (for example, pursuant to the terms of a reciprocal fuels agreement, cross-servicing agreement, or FMS case).

3.7.2. If the foreign aircraft refueling operation does not increase the required flying time of the planned exercise-only refueling mission, the foreign government must only pay for the offloaded fuel.

3.7.2.1. If the foreign aircraft refueling takes place outside the “envelope” for meeting USAF mission requirements and time is added to the planned exercise refueling mission to support foreign aircraft refueling operations, the foreign government must also pay for the additional flying hours along with the offloaded fuel.

3.7.3. When a combined exercise utilizes USAF tankers to refuel foreign aircraft as part of the exercise, the refueling of foreign aircraft can be conducted on a less than full cost reimbursement basis provided that:

3.7.3.1. The purpose of the combined exercise is to employ coalition force concepts of operations that require USAF aerial refueling of foreign aircraft in support of DoD mission requirements;

3.7.3.2. The primary MAJCOM/A3 supporting the exercise approves of conducting the refueling on a less than full cost reimbursement basis;

3.7.3.3. The primary MAJCOM/A3 supporting the exercise notifies AF/A3O-AT and AMC/FMF with a command coordinated memorandum specifying the aerial refueling operations that will be conducted on a less than full cost reimbursement basis. The memorandum should be submitted NLT 30 days prior to the exercise and include:

3.7.3.3.1. A description of the operation, including objectives;

3.7.3.3.2. The US mission requirements to be satisfied;

3.7.3.3.3. A list of expenses to be assumed by the DoD and the funding source;

3.7.3.3.4. A list of expenses to be assumed by the foreign government, including method of payment to DoD for required reimbursements.

3.7.4. If the foreign aircraft aerial refueling does not meet the criteria set forth in [paragraphs 3.7.1](#) or [3.7.3.](#), aerial refueling must be conducted on a full reimbursement basis. The foreign government must pay for all applicable costs, such as offloaded fuel, boom/drogue time, tanker transit time, and loiter time.

3.7.5. Foreign Aerial Refueling Requirements.

3.7.5.1. Foreign receiver pilots and commercial and foreign tanker crews participating in aerial refueling operations during exercise missions involving USAF tankers or receivers must be qualified in and use USAF aerial refueling terminology and procedures as specified in North Atlantic Treaty Organization (NATO) Allied Tactical Publication

(ATP)-56(B), *Air to Air Refuelling*  
(<http://www.raf.mod.uk/downloads/airtoair56b.cfm>).

3.7.5.1.1. Per ATP-56(B), qualified foreign pilots and commercial and foreign boom operators must meet aerial refueling currency requirements or adhere to published re-currency procedures.

3.7.5.1.2. Exercise aerial refueling missions will not be used to qualify or requalify foreign receiver pilots, or commercial or foreign boom operators as this is the provision of a defense service to the foreign country that requires a FMS case or cross-servicing agreement under ACSA authority, as appropriate (see DoDD 5105.38-M, *Security Assistance Management Manual (SAMM)*, Chapter 10.5).

3.7.5.2. Tanker and receiver aircraft operated commercially or by foreign nations must be certified as technically compatible for aerial refueling operations with USAF receiver and tanker aircraft. Information about foreign receiver aircraft that are technically compatible with USAF tankers, commercial and foreign tankers that are technically compatible with USAF receivers, and instructions for requesting a technical compatibility assessment are published in ATP-56(B), Annex Z, US National Annex.

## Chapter 4

### PRESCRIBED AND ADOPTED FORMS

**4.1. Prescribed Forms.** None.

**4.2. Adopted Forms.**

AF Form 847, *Recommendation for Change of Publication*

PHILIP M. BREEDLOVE, Lt Gen, USAF  
DCS, Operations, Plans and Requirements

(ACC)

CHARLES W. LYON, Maj Gen, USAF  
Director of Operations

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

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- Training Transformation Implementation Plan*, Dept of Defense, June 10, 2003
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- DoDD 5530.3, *International Agreements*, June 11, 1987
- DoDD 7045.14, *The Planning, Programming, and Budgeting System (PPBS)*, May 22, 1984
- DoDD 7730.65, *Department of Defense Readiness Reporting System (DRRS)*, June 3, 2002
- DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*, January 29, 2009
- DoDI 7045.7, *Implementation of the Planning, Programming, and Budgeting System (PPBS)*, May 23, 1984
- CJCSG 3401C, *CJCS Guide to the Chairman's Readiness System*, 28 May 2004
- CJCSI 3125.01A, *Defense Support of Civil Authorities (DSCA) for Domestic Consequence Management in Response to Chemical, Biological, Radiological, Nuclear or High-Yield Explosive (CBRNE) Event*, 16 Mar 2007
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CJCSN 3500.01, *2009-2010 Chairman's Joint Training Guidance*, 8 Sep 2008

HQ USAF PAD 07-13, *Implementation of the Chief of Staff of the Air Force Direction to Transform and Consolidate Headquarters Management Functions*, 28 January 2008

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### **Abbreviations**

**AAR**—After-Action Report

**ACC**—Air Combat Command

**ACCIPTMD**—ACC Integrated Process Team Mission Directive

**ACSA**—Acquisition and Cross-Servicing Agreement

**AF**—Air Force

**(Added-ACC) AF DCGS**—AF Distributed Common Ground System  
**AFAMS**—Air Force Agency for Modeling and Simulation  
**AFGSC**—Air Force Global Strike Command  
**AFJECT**—Air Force Joint Exercise Coordination Team  
**AFI**—Air Force Instruction  
**AF-JLLIS**—Air Force Joint Lessons Learned Information System  
**AFMC**—Air Force Materiel Command  
**AFRC**—Air Force Reserve Command  
**AFSOC**—Air Force Special Operations Command  
**AFSPC**—Air Force Space Command  
**(Added-ACC) AFTC**—AF Targeting Center  
**AMC**—Air Mobility Command  
**ANG**—Air National Guard  
**AOC**—Air & Space Operations Center  
**APOD**—Aerial Port of Debarkation  
**APOE**—Aerial Port of Embarkation  
**ASOC**—Air Support Operations Center  
**BES**—Budget Estimate Submission  
**C4I**—command, control, communications, computers, and intelligence  
**CAF**—Combat Air Forces  
**CAOC-N**—Combined Air and Space Operations Center-Nellis  
**CAT**—Crisis Action Team  
**CBRN**—Chemical, Biological, Radiological, and Nuclear  
**CCDR**—Combatant Commander  
**CE2**—Combatant Commander’s Exercise Engagement  
**CCW**—Command and Control Wing  
**CJCS**—Chairman of the Joint Chiefs of Staff  
**CJCSI**—Chairman of the Joint Chiefs of Staff Instruction  
**CJCSM**—Chairman of the Joint Chiefs of Staff Manual  
**C-NAF**—Component Numbered Air Force  
**COCOM**—Combatant Command  
**COMACC**—Commander, Air Combat Command

**C-MAJCOM**—Component MAJCOM  
**CPX**—Command Post Exercise  
**CRC**—Control and Reporting Center  
**CTP**—Commercial Ticket Program  
**DOD**—Department of Defense  
**DODD**—Department of Defense Directive  
**DODI**—Department of Defense Instruction  
**DRU**—Direct Reporting Unit  
**DSCA**—Defense Security Cooperation Agency  
**(ACC) DSCA**—Defense Support of Civil Authorities  
**ECG**—Exercise Control Group  
**EGOSG**—Exercise General Officer Steering Group  
**EIAP**—Environmental Impact Analysis Process  
**EIPT**—Exercise Integrated Process Team  
**ENDEX**—End of Exercise  
**ESP**—Emergency and Special Program (code)  
**EXPLAN**—Exercise Plan  
**FINPLAN**—Financial Plan  
**FMS**—Foreign Military Sales  
**FOA**—Field Operating Agency  
**FTX**—Field Training Exercise  
**FY**—Fiscal Year  
**FYDP**—Future Years Defense Program  
**GCIC**—Global Cyberspace Integration Center  
**GES**—Global Exercise Schedule  
**HQ**—Headquarters  
**(Added-ACC) IO**—Information Operations  
**IT**—Inland Transportation  
**JEAD**—Joint Exercise and Analysis Division, Joint Staff (J-7)  
**JEP**—Joint Exercises Program  
**JS**—Joint Staff  
**JTIMS**—Joint Training Information Management System

**JTMS**—Joint Training Master Schedule  
**L2**—Lessons Learned  
**LG**—Logistics  
**L-MAJCOM**—Lead Major Command  
**M&S**—Modeling and Simulation  
**MAJCOM**—Major Command  
**METL**—Mission Essential Task List  
**MILDEC**—Military Deception  
**(Added-ACC) MISO**—Military Information Support Operations  
**MSEL**—Master Scenario Event List  
**NAF**—Numbered Air Force  
**NEP**—National Exercise Program  
**NGB**—National Guard Bureau  
**NLT**—Not Later Than  
**NORAD**—North American Aerospace Defense Command  
**O&M**—Operations and Maintenance  
**OPLAN**—Operation Plan  
**OPORD**—Operation Order  
**OPR**—Office of Primary Responsibility  
**OPSEC**—Operations Security  
**ORI**—Operational Readiness Inspection  
**OSD**—Office of the Secretary of Defense  
**PACAF**—Pacific Air Forces  
**PBAS**—Program Budget Accounting System  
**PDM**—Program Decision Memorandum  
**PE**—Program Element  
**PEM**—Program Element Manager  
**PH**—Port Handling  
**(Added-ACC) PH/IT**—Port Handling/Inland Transportation  
**(Added-ACC) PID**—Plan ID  
**POC**—Point of Contact  
**POD**—Port of Debarkation

**POE**—Port of Embarkation

**POM**—Program Objective Memorandum

**PPBES**—Planning, Programming, Budgeting, and Execution System

**PSYOP**—Psychological Operations

**(Added-ACC) PUM**—Proper Use Memorandums

**SIF**—Service Incremental Funds

**SIPRNET**—Secret Internet Protocol Router Network

**SOFA**—Status of Forces Agreement

**SPOD**—Seaport of Debarkation

**SPOE**—Seaport of Embarkation

**STARTEX**—Start of Exercise

**TPFDD**—Time-Phased Force Deployment Data

**USAF**—United States Air Force

**USAFE**—United States Air Forces in Europe

**USCENTCOM**—United States Central Command

**USJFCOM**—United States Joint Forces Command

**USSOCOM**—United States Special Operations Command

**USSTRATCOM**—United States Strategic Command

**USTRANSCOM**—United States Transportation Command

**VTC**—Video Teleconference

**WRM**—War Reserve Materiel

## Attachment 2

### AIR FORCE JOINT EXERCISE COORDINATION TEAM (AFJECT)

**A2.1. Overview.** This attachment outlines the organization, responsibilities and procedures for the AFJECT and describes the process for developing the Global Exercise Schedule (GES). ACC/A3J Division Chief is the AFJECT Chairperson and delegated authority to coordinate USAF support for joint and USAF service-level training events to include Flag exercises, Joint National Training Center (JNTC) events and functional command events.

**A2.1. (ACC) Overview.** ACC/A3J is now ACC/A3Y.

**A2.2. Objective.** The objective of the AFJECT is to coordinate, schedule, and deconflict, as required, the Air Force Air & Space Operations Center (AOC), Control and Reporting Center (CRC), Air Support Operations Center (ASOC), 505th Command and Control Wing (505 CCW), assets assigned by the EIPT and any other MAJCOM units/assets used to support USAF, Chairman of the Joint Chiefs of Staff (CJCS), COCOM-sponsored and other MAJCOM exercises and experiments. The AFJECT uses the GES to accomplish this task.

#### **A2.3. Organization.**

A2.3.1. The AFJECT is an action officer (AO) level working group made up of exercise planners, schedulers and support staff from the member organizations listed in **Para 3.3.** and chaired by the ACC/A3J Division Chief. The Chairman is the spokesperson for the AFJECT and approves all team decisions.

A2.3.1. **(ACC)** ACC/A3J is now ACC/A3Y.

**Note:** NAFs and MAJCOMs, as listed above, are two separate organizations. Minimum membership pertains to the MAJCOM which may also represent the co-located NAF.

A2.3.2. The AFJECT will submit a coordinated and validated GES to the Exercise Integrated Process Team (EIPT) and Exercise General Officer Steering Group (EGOSG), in turn, for approval. This approval chain will also be used to address unresolved exercise support issues that occur during the GES development process. If required, MAJCOM representatives can also engage the EIPT or EGOSG to reclama exercise scheduling conflicts or other AFJECT decisions. In all cases, issues will be resolved at the lowest appropriate level.

A2.3.3. **Membership.** As a minimum, the following organizations will have representatives on the AFJECT:

A2.3.3.1. **ACC**

A2.3.3.2. **PACAF (AFPAC)**

A2.3.3.3. **USAFE (AFEUR)**

A2.3.3.4. **AFSPC**

A2.3.3.5. **AFMC**

A2.3.3.6. **AETC**

A2.3.3.7. **AMC**

- A2.3.3.8. **AFSOC**
- A2.3.3.9. **AFGSC**
- A2.3.3.10. **ANG**
- A2.3.3.11. **AFRC**
- A2.3.3.12. **1AF (AFNORTH)**
- A2.3.3.13. **8AF (AFSTRAT)**
- A2.3.3.14. **9AF (AFCENT)**
- A2.3.3.15. **12AF (AFSOUTH)**
- A2.3.3.16. **14AF (AFSTRAT-SP)**
- A2.3.3.17. **17 AF (AFAFRICA)**
- A2.3.3.18. **24AF (AFCYBER)**
- A2.3.3.19. **GCIC**
- A2.3.3.20. **AFAMS**
- A2.3.3.21. **505 CCW**

A2.3.3.22. Representatives from other organizations may attend and participate with prior approval from the AFJECT Chairperson.

#### **A2.4. AFJECT Process:**

A2.4.1. **AFJECT Conferences.** The AFJECT will hold up to two conferences per year. The first conference, normally held in the Spring, will prioritize and deconflict, as required, the next year's exercise and experiment schedules. It is normally scheduled NLT 90 days after the Spring Joint Staff (JS) Worldwide Joint Training and Scheduling Conference (WJTSC). The second conference, normally held in the Fall, will address the exercise schedule for the ensuing 18-24 months, provide exercise related updates and address any emerging issues. This second conference will typically use video teleconference (VTC) capabilities to minimize travel requirements and encourage maximum participation.

#### **A2.4.2. Global Exercise Schedule (GES) Preparation.**

A2.4.2.1. The GES is developed in one-year increments. The AFJECT program manager will develop five years of exercise schedules and maintain them on the AFJECT Community of Practice (CoP) website.

A2.4.2.2. MAJCOM program and functional managers will identify/establish their command exercise requirements and submit them to the AFJECT program manager NLT 2 months prior to each biannual AFJECT conference for posting onto the CoP. Exercise planners will work with the AFJECT program manager to determine resource availability and coordinate specific support requirements.

A2.4.2.3. Six weeks prior to each conference, AFJECT members will review the GES and identify the exercises their units are participating in and annotate the exercise support resources they are requesting for their events (i.e. exercise control group, AOC manning

augmentation, etc.). Any changes to GES information must be submitted to the program manager NLT two weeks before the conference.

A2.4.2.4. In preparation for the AFJECT conference, the AFJECT program manager will post all scheduling changes, build a draft schedule and develop the AFJECT briefing. Functional program managers will review the updated schedule to determine unit supportability. MAJCOM planners/schedulers should attempt to resolve exercise scheduling issues prior to the conference. Unresolved issues will be addressed during the conference.

A2.4.2.4.1. Voluntary support to non-AFJECT scheduled events does not relieve a unit of the responsibility to support AFJECT scheduled requirements. Also, while the AFJECT does not schedule AFRC/ANG forces, AFRC and ANG units should utilize the GES to identify training and support opportunities.

A2.4.2.5. Following the AFJECT conference, the program manager will draft the meeting minutes, update the GES, as required, and forward it to the EIPT and EGOSG, in turn, for approval. Once the GES is approved, the program manager will prepare the 505 CCW tasking message for ACC/CV release.

## **A2.5. Responsibilities:**

### **A2.5.1. ACC will:**

A2.5.1.1. Designate the ACC/A3 member(s) to the AFJECT;

A2.5.1.2. Provide USAF focal point for all AOC assets (manpower and equipment) related to exercise support;

A2.5.1.3. Provide USAF focal point for all Information Operations (IO) related issues;

A2.5.1.3.1. Provide review and guidance for MILDEC, OPSEC and PSYOP concepts and scenarios;

A2.5.1.3.1. (ACC) SECDEF Memo 2011 renamed PSYOP to Military Information Support Operations (MISO).

A2.5.1.4. Provide USAF focal point for exercise issues for ACC fighter and bomber MDS;

A2.5.1.5. Provide USAF focal point for all Command and Control, Intelligence, Surveillance and Reconnaissance (C2ISR) non-AOC assets related to exercises.

A2.5.1.5. (ACC) This includes targeting support from the AF Targeting Center (AFTC). ACC will coordinate with the AF ISR Agency for AF Distributed Common Ground Systems (AF DCGS) support as required.

### **A2.5.2. PACAF, USAFE will:**

A2.5.2.1. Designate their respective MAJCOM member(s) to the AFJECT;

A2.5.2.2. Validate accuracy of exercise information and support requirements posted on the GES;

A2.5.2.3. Provide prioritized list of exercises requiring AOC/ Professional Control Force support;

A2.5.2.4. Coordinate unit-specific issues through the AFJECT.

**A2.5.3. AFMC, AMC, AFGSC will:**

A2.5.3.1. Designate their respective MAJCOM member(s) to the AFJECT;

A2.5.3.2. Provide USAF focal point for national asset participation, cyberspace-related issues, materiel support, and airlift support/participation in USAF exercise programs.

**A2.5.4. AFAMS will:**

A2.5.4.1. Designate their unit member(s) to the AFJECT;

A2.5.4.2. Provide USAF focal point for confederation of models and simulators.

**A2.5.5. ANG and AFRC will:**

A2.5.5.1. Designate their unit/command member(s) to the AFJECT;

A2.5.5.2. Coordinate ANG/AFRC issues through the AFJECT program manager;

A2.5.5.3. Coordinate their exercise support requirements with MAJCOM/NAF exercise planners.

**A2.5.6. C-NAFs will:**

A2.5.6.1. Designate their unit member(s) to the AFJECT;

A2.5.6.2. Validate accuracy of exercise information and support requirements posted on the GES;

A2.5.6.3. Coordinate unit-specific issues through the AFJECT program manager;

A2.5.6.4. Provide AOC personnel and equipment for supported events.

**A2.5.7. GCIC will:**

A2.5.7.1. Designate their unit member to the AFJECT;

A2.5.7.2. Validate accuracy of exercise information and support requirements posted on GES.

**A2.5.8. 505 CCW will:**

A2.5.8.1. Designate their unit member to the AFJECT;

A2.5.8.2. Provide focal point for the scheduling and de-confliction of modeling and simulation, observer/trainer, and exercise control group support of exercises posted on GES;

A2.5.8.3. Provide USAF focal point for all virtual requirements;

A2.5.8.4. Provide scheduling focal point for CAOC-N/AOC Response Cell.

**A2.5.9. AFSOC will:**

A2.5.9.1. Designate their respective MAJCOM member(s) to the AFJECT;

A2.5.9.2. Provide USAF focal point for all Special Operations Forces (SOF) assets related to exercises;

A2.5.9.3. Validate accuracy of exercise information and support requirements posted to the GES;

A2.5.9.4. Provide prioritized list of exercises requiring AOC/Professional Control Force support;

A2.5.9.5. Coordinate unit-specific issues through the AFJECT.

**A2.5.10. AFSPC will:**

A2.5.10.1 Designate their respective MAJCOM member(s) to the AFJECT;

A2.5.10.2. Provide USAF focal point for Space and Cyberspace capabilities and national asset participation related to exercises;

A2.5.10.3. Validate accuracy of exercise information and support requirements posted to the GES;

A2.5.10.4. Provide prioritized list of exercises requiring functional Space AOC/Professional Control Force support;

A2.5.10.5. Coordinate unit-specific issues through the AFJECT.

### Attachment 3

#### EXERCISE INTEGRATED PROCESS TEAM (EIPT)

**A3.1.** The EIPT is a multi-command, senior-level forum to coordinate and resolve Air Force-wide exercise issues. The EIPT will:

A3.1.1. Evaluate the Air Force ability to provide requested support for upcoming exercises;

A3.1.2. Develop the proposed Weight of Effort (WoE) matrix and allocation of resources for presentation to the EGOSG and eventual VCSAF approval;

A3.1.3. Forward a recommended Global Exercise Schedule to the EGOSG for approval;

A3.1.4. Address and resolve exercise scheduling and resourcing concerns. Present unresolved issues to the EGOSG.

**A3.2.** The EIPT is chaired by AF/A3O-AT and includes colonel-level representatives (normally the Exercise Division Chief) from the MAJCOMs and ANG.

A3.2.1. EIPT representative must be empowered to commit resources and make scheduling changes on behalf of their respective MAJCOM/A3.

A3.2.2. The chairman may invite, as needed, other stakeholders to send representatives on a temporary or permanent basis, with voting privileges determined by the permanent members.

A3.2.3. EIPT actions will be coordinated with JWFC and CDR counterparts.

**A3.3. Executive Secretariat.** ACC/A3J is the EIPT Executive Secretariat. The ACC/A3J Division Chief is the Executive Secretary.

**A3.3. (ACC)Executive Secretariat.** ACC/A3J is now ACC/A3Y.

A3.3.1. The Executive Secretary is responsible for coordinating EIPT decision-making functions and developing EIPT products.

A3.3.2. EIPT Executive Secretary duties and responsibilities may be assigned to another organization at the recommendation of the EIPT chair and majority approval of EIPT members.

**A3.4.** The EIPT interacts continually via electronic means and will normally meet on a semi-annual basis with more frequent meetings, if required.

**A3.5.** At their discretion, each MAJCOM may establish and maintain a command EIPT, or equivalent, to facilitate scheduling, tasking, and decision making support for the EIPT. The rules and guidelines for each command EIPT are the exclusive purview of that command.

**Attachment 4****EXERCISE GENERAL OFFICER STEERING GROUP (EGOSG)**

**A4.1.** The EGOSG is an executive level forum to address AF exercise issues and AF support to CSAF, CCDR, and MAJCOM/CC exercises.

**A4.2.** The EGOSG is chaired by AF/A3/5 and includes USAFWC/CC, MAJCOM A3s, and the ANG/CF (or his designated representative). AF/A3/5 can adjust membership as needed.

**A4.3.** The EGOSG goal is to:

A4.3.1. Provide Air Force-wide guidance and vision for exercise support and participation;

A4.3.2. Properly balance and prioritize CCDR and Title 10 exercise requirements;

A4.3.3. Advocate for exercise-related capabilities, such as Modeling and Simulation, and Aggressors.

**A4.4.** The EGOSG will accomplish the following actions:

A4.4.1. Recommend WoE and allocation of exercise resources to VCSAF;

A4.4.2. Approve the GES;

A4.4.3. Validate resource shortfalls and risk mitigation plans;

A4.4.4. Ensure AF exercise participation optimizes support for CSAF, CCDR, and MAJCOM/CC priorities.

A4.4.5. Resolve issues forwarded from the EIPT.

**A4.5.** At a minimum, the EGOSG will meet annually. When required, more frequent meetings may be scheduled. The EGOSG meeting will:

A4.5.1. Normally be held in conjunction with an A3/5 Operations Conference;

A4.5.2. Review resource requirements for a three fiscal year period;

A4.5.3. Validate near-term exercise support and training shortfalls.