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SECRETARY OF THE AIR FORCE**

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**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 through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>.

(AETC) AFI 10-204, *Participation in Joint and National Exercises*, 21 April 2010, is supplemented as follows. AFI 10-204, AETCSUP1 applies to Headquarters Air Education and Training Command (AETC), all AETC Numbered Air Forces (NAFs), AETC Direct Reporting Units (DRUs), AETC Primary Subordinate Units, wings, gained Air National Guard (ANG) units, and Air Force Reserve Command (AFRC) units when mobilized or under Title 10 status. It applies to all AETC installations including AETC Joint Basing. (Note for AETC tenant units: compliance may be limited to participation in the host installation exercise programs. Tenant units must ensure host exercises test unit readiness according to the minimum exercise requirements outlined in this instruction or develop internal exercises to meet HQ AETC exercise criteria.) This supplement promulgates policy and guidance to subordinate units and provides oversight of headquarters and subordinate unit exercise activities. HQ AETC/A3OX will provide oversight on cross-functional exercises and as such, will serve as the coordinating agent with the Installation Exercise Program Office (IEPO). Each IEPO will supplement this instruction, as needed, to clarify exercise requirements and responsibilities. Supplements will be submitted within 180 days to HQ AETC/A3OX for review prior to publication. Send comments and suggested improvements to this supplement, through channels, on AF Form 847, *Recommendation for Change of Publication*, to HQ AETC/A3OX, aetc.a3oxworkflow@us.af.mil. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <http://www.my.af.mil/afrims/afrims/afrims/rims.cfm>.

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.

(AETC) This supplement replaces AETCI 10-205, *AETC Exercise Program*, in its entirety and aligns the HQ AETC exercise program under appropriate Directorates. This supplement must be reviewed in its entirety. It defines HQ AETC/A3OX as the HQ AETC OPR for exercises that cross functional areas. HQ AETC/A3OX will also serve as the interface for exercises involving Headquarters Air Force (HAF). It establishes and defines objectives for the HQ AETC Exercise Program. This supplement provides specific details to command Emergency Management (EM) exercise requirements IAW AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, adds Active Shooter exercise criteria, operational exercise requirements and defines requirements for Master Scenario Event List (MSELs), After Action Report (AARs), Air Force Remedial Action Program, installation exercise command center “White Cell” operations and clarifies “Real World” exercise credit criteria.

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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. (AETC)Purpose. As HAF guidance for installation-level exercises is limited, this supplement will serve as AETC guidance to installation-level exercises. This core AFI, despite that it is geared toward Joint and National exercises, embodies many installation-level exercise concepts. This supplement lays the foundation for the HQ AETC Exercise Program. The purpose of the HQ AETC Exercise Program is to support the Air Force Exercise Program and provide guidance and policy to IEPOs.

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.

1.2. (AETC)Objective. Establish HQ AETC/A3OX as AETC's centralized agency for standardized installation exercise procedures and policies IAW DoD and AF directives, as well as HQ AETC/CC direction. In order to enhance effective planning and coordination, installations tasked to support and/or participate in National Exercise Program (NEP) or Joint Exercise Program (JEP) exercises will notify HQ AETC/A3OX within 20 calendar days of exercise tasking via email from the IEPO Chief.

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.

1.3.1. **(AETC) Concept.** Exercise planners should strive to replicate the operational environment as closely as possible for all exercise events. In order for the players to achieve the appropriate exercise objectives, simulations should be kept to a minimum and used only when real world procedures create excessive risk or prohibitive expense.

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.

1.3.2. **(AETC) Conditions.** Unless otherwise directed by the installation commander, HQ AETC-directed and installation exercises will be graded. For efficiencies and standardization, recommend using HQ AETC Inspector General (IG) grading criteria.

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. **(AETC) Linking Exercises.** If possible, installations should use NEP or JEP exercises and other required training to fulfill some of the exercise requirements contained in Emergency Management, Medical, Force Protection, Information Protection, tenant unit exercise requirements, etc.

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. **(AETC) Scheduling.** Installation Commanders, in coordination with the IEPO Chief, will ensure all required exercises are scheduled and executed IAW applicable directives and timelines. HQ AETC/A3OX will assist this requirement by documenting and posting all “known” exercise requirements on the HQ AETC Operations, Plans and Programs Community of Practice. Units and Functionals can assist this requirement through cross-flow of information to A3OX when exercise requirements are added or deleted in functional AFIs. Annual installation exercise schedules for the next calendar year will be submitted by the IEPO Chief to A3OX by 15 Dec of the current year. Plan and develop an annual exercise schedule to the example below (Figure 1.1).

Figure 1.1. (Added-AETC) Sample Exercise Schedule.

Exercise	Governing Directive & Para	OPR	Installation or Functional	Frequency	Date Scheduled	Date Completed
Major Accident Response	AFI 10-2501, Table 7.1	CE	Installation	Bi-Annual	15 Jan	
CP Relocation	AFI 10-207, para 5.8	CP	Functional	Semi-Annual	1 Mar	

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.

1.3.4.5. (AETC) The IEPO Chief will coordinate with the installation Contracting Officer and Judge Advocate staff during exercise development if a contracted function is to be exercised and evaluated. The following paragraphs outline several required safeguards to be used when evaluating contracted activities during exercises to prevent claims and protests resulting from exercising and evaluating contracted functions. The IEPO Chief will:

1.3.4.5.1. (Added-AETC) Request, from the contracting officer or the contracting Exercise Evaluation Team (EET) member, the Statement of Work/Performance Work Statement and associated contract documents from the inspected unit.

1.3.4.5.2. (Added-AETC) Develop contract evaluation areas in coordination with the contracting officer or the contracting EET member.

1.3.4.5.3. (Added-AETC) Consult the contracting officer or the contracting EET member when contract interpretation is necessary.

1.3.4.5.4. (Added-AETC) Ensure the contracting officer and/or Contracting Officer Representative (COR) accompany the EET member during exercise evaluations.

1.3.4.5.5. (Added-AETC) When feasible, provide a copy of their exercise schedule to the contractor's project manager through the contracting officer to avoid unreasonable interruptions of contractor performance. The exercise schedule will also be provided to the COR.

1.3.4.5.6. (Added-AETC) Ensure EET members do not direct contractor performance or direct the contractor to correct deficiencies. If an EET member notes an imminent danger to personnel or equipment, he or she will take immediate action to mitigate the hazard and notify the contracting officer.

1.3.4.5.7. (Added-AETC) Ensure contract compliance is validated with the COR and the contracting officer/administrator.

1.3.4.5.8. (Added-AETC) Ensure the AAR for contracted activities exercised includes these evaluated areas:

1.3.4.5.8.1. (Added-AETC) **Government Oversight.** This area will include all contractor surveillance responsibilities, including but not limited to, the COR and any associated processes and surveillance documents, functional commanders, and interface with contracting personnel.

1.3.4.5.8.2. (Added-AETC) **Mission Impact.** Include a subjective assessment of the value added to the mission by the contracted activity.

1.3.4.5.8.3. (Added-AETC) **Contractor Performance/Compliance.** This includes an assessment of contractor compliance with contract terms and conditions. Deficiencies in this area will reference the governing contract. Specific comments regarding contractor performance will be included under a separate contractor report. The unit (or responsible organization) contracting office is responsible for addressing performance issues with the contractor.

1.3.4.5.9. (Added-AETC) Ensure contractor performance/compliance reports are not released to the contractor.

1.3.4.5.10. **(Added-AETC)** Commanders must reply to answerable contractor performance/ compliance deficiencies in exercise reports. The respective contracting officer is the Office of Collateral Responsibility and will coordinate on the reply. At minimum, replies will address formal government actions taken by the contracting officer in response to contractor deficiencies. Only contracting officers are authorized to direct contractors to correct deficiencies identified during exercise evaluations.

1.3.4.5.11. **(Added-AETC)** Ensure details of individual contractor performance are not included in any out-brief.

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).

1.3.5. **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.

1.3.5.1.2. 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.

1.3.5.2. 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.

1.3.5.2.2. 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.

1.3.6. **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.

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

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.

1.5.4.1.3. Conduct a safety review of the exercise plan.

1.5.4.2. Establish a headquarters-level OPR to implement their exercise program and oversee and monitor the exercise activities of subordinate units.

1.5.4.2.1. Establish a command interface POC with AF/A3O-AT for overall exercise planning and coordination.

1.5.4.2.2. Attend exercise planning conferences, as required.

1.5.4.3. Coordinate SIF, CTP, and PH/IT requirements with AF/A3O-ATT.

1.5.4.3.1. Manage allocated CE2 SIF budget.

1.5.4.4. Support EGOSG and EIPT requirements and activities.

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).

1.5.5.2. 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.

1.5.6.2. Evaluate mission area exercise 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.

1.5.6.4. In addition, ACC will:

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

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

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.

1.5.6.4.3. Serve as the EIPT Executive Secretariat.

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

1.5.7. (Added-AETC) HQ AETC/A3OX will:

1.5.7.1. (Added-AETC) Serve as the MAJCOM OPR to assist IEPOs with their roles and responsibilities in managing their exercise program.

1.5.7.2. (Added-AETC) Provide oversight on cross-functional exercises and as such, will serve as the MAJCOM coordinating agent with IEPOs, HQ AETC Staff Functional Area Managers and HHQ.

1.5.7.3. (Added-AETC) Participate in the MAJCOM EM Working Group (WG) IAW AFI 10-2501.

1.5.7.4. (Added-AETC) Review and coordinate installation exercise waivers through the appropriate Directorate for approval or disapproval.

1.5.7.5. (Added-AETC) Solicit guidance from appropriate HQ AETC and HHQ points of contact.

1.5.7.6. (Added-AETC) Review readiness issues, staff assistance visits, and exercise and IG reports and/or like reports to assess the value in cross-flowing information via multi-functional channels across the Command.

1.5.7.7. (Added-AETC) Serve as an outreach for IEPO/EET Chief training or other exercise issues.

1.5.7.8. (Added-AETC) Observe and assist with Command-directed exercises.

1.5.7.9. **(Added-AETC)** With the MAJCOM Directorates, develop and maintain updated listing of exercise objectives on the HQ AETC Operations, Plans and Programs Community of Practice (or alternate platform as identified by HQ AETC/A3OX).

1.5.7.10. **(Added-AETC)** Establish and chair the MAJCOM EET WG. The EET WG will meet as required. The EET WG goal is to ensure the correct exercises and objectives are identified, and that installation exercise requirements, objectives, and actions are executable, can be validated, improve response capabilities, and enhance readiness. Although the HQ AETC/A3OX chairs the WG, the entire group will vet installation exercise clarification, verification, and validation. The EET WG will consist of field specialists and subject matter experts (SME) who will address specific areas.

1.5.8. (Added-AETC) HQ AETC Directorates will:

1.5.8.1. **(Added-AETC)** In conjunction with HQ AETC/A3OX, validate participation in, and develop objectives for NEP and JEP exercises.

1.5.8.2. **(Added-AETC)** Appoint an EET WG POC, when required, to participate in HQ AETC EET WG.

1.5.8.3. **(Added-AETC)** Assist HQ AETC/A3OX in the development of exercise requirements, functional objectives and evaluation criteria for HQ AETC installation exercises and inspections.

1.5.8.4. **(Added-AETC)** Approve/Disapprove installation exercise waiver requests when authorized by governing instructions. If waiver authority resides at HAF level, HQ AETC Directorates will concur/non-concur before forwarding the request to the appropriate HAF organization.

1.5.8.5. **(Added-AETC)** Solicit exercise guidance from appropriate HHQ points of contact.

1.5.8.6. **(Added-AETC)** Inform HQ AETC/A3OX when AFI exercise requirements change or emerge.

1.5.9. (Added-AETC) AETC Installation Commanders will:

1.5.9.1. **(Added-AETC)** Direct the exercise program and provide oversight for installation-sponsored exercises, participation in NEP, JEP and local community exercises and after-action reporting.

1.5.9.2. **(Added-AETC)** Appoint the OPR to execute the IEPO (e.g. Installation Vice Commander, Chief of Plans and Programs (XP) or IG) roles and responsibilities. It is highly encouraged the IEPO reside in XP to enhance overall program effectiveness and strengthen communication flow with HQ AETC. **Note:** IAW AFI 90-201, *Inspector General Activities*, successful IEPOs typically have three or more personnel assigned. Recommended staffing includes, as a minimum, one officer (field grade or civilian equivalent) and one enlisted (senior non-commissioned officer or civilian equivalent). IEPO offices typically include a blend of AF specialty codes and experience that complement the mission requirements.

1.5.9.3. **(Added-AETC)** Appoint an IEPO Chief in writing.

1.5.9.4. **(Added-AETC)** Direct each assigned and tenant unit to appoint, in writing, highly qualified personnel to become members of the EET.

1.5.10. (Added-AETC) IEPO will:

1.5.10.1. **(Added-AETC)** Implement and execute the installation exercise program IAW applicable guidance.

1.5.10.2. **(Added-AETC)** Direct the development and maintenance of exercise Operating Instructions (OIs) or supplements. These documents should consist of scenario development, management responsibilities, objective development, special instructions, execution, after-action reporting, and remedial action procedures.

1.5.10.3. **(Added-AETC)** Ensure every exercise includes an Operational Risk Management assessment.

1.5.10.4. **(Added-AETC)** Track cross-functional exercises in order to provide installation commander information on frequency of exercises.

1.5.11. (Added-AETC) IEPO Chief will:

1.5.11.1. **(Added-AETC)** Notify HQ AETC/A3OX within 5 working days of new appointment of IEPO Chief and submit letter of appointment signed by Installation Commander (or designated representative) within 30 working days of appointment.

1.5.11.2. **(Added-AETC)** Serve as the Installation EET Chief.

1.5.11.3. **(Added-AETC)** Maintain a copy of all current EET letters of appointment and track progress/completion of all required EET training.

1.5.11.4. **(Added-AETC)** Through the appropriate EET Functional(s), coordinate off-base exercises with local civil authorities/emergency planning committee (local governing authorities, fire department, police, sheriff, etc.). Ensure all off-base exercises are coordinated through the base legal office and approved by the installation commander. Refer to appropriate Defense Support to Civil Authorities guidelines.

1.5.11.5. **(Added-AETC)** Ensure proper coordination between all participating organizations (including local civilian agencies) to help facilitate successful exercise execution.

1.5.11.6. **(Added-AETC)** Administer the exercise reporting process to include lessons learned and after action reports.

1.5.11.7. **(Added-AETC)** Brief commanders, staff, and functional managers regarding the installation's ability to respond to crisis or contingencies.

1.5.12. (Added-AETC) Unit Commanders will:

1.5.12.1. **(Added-AETC)** Provide Functional Area SMEs to participate in the entire exercise process, which spans EET membership, pre-planning, exercise scenario development, evaluator training, and report preparation, to report closure.

1.5.12.2. **(Added-AETC)** Ensure members are trained on required aspects of the program.

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.

2.2.1. **(AETC) Exercise concept.** Pre-Exercise Briefing: The EET Chief will conduct a pre-exercise briefing for EET members. EET members will not disclose objectives and sequence of events to parties who do not have a need to know. Use the AETC EET Guide to plan and conduct pre-exercise briefings.

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).

2.2.2. **(AETC) Exercise objectives.** Wing XP (or equivalent), in conjunction with the Crisis Action Team (CAT) Coordinator and CAT members, will develop exercise objectives and inputs for the CAT.

2.2.2.1. **(Added-AETC)** Unit Commanders and Wing Staff agencies, in conjunction with respective EET members, will review and develop exercise objectives that are executable, can be validated, improve response capabilities, and enhance readiness IAW functional requirements.

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.

2.2.3. **(AETC) Exercise plans (EXPLANs).** IEPOs will develop an installation Exercise Plan (EXPLAN), OI or supplement to this instruction within 180 days of the publication date of this supplement. EXPLAN or OI development is recommended as these can be updated faster than a supplement.

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. **(AETC) Exercise control.** An exercise control staff consists of an EET Chief, White Cell Chief Controller, EET, White Cell staff, Trusted Agents or other personnel as necessary. In many instances, manpower restrictions will dictate modifications.

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.

2.2.5.1. **(Added-AETC)** The IEPO Chief, in coordination with the Functional EET, should review governing exercise AFIs to determine applicable training requirements.

2.2.5.2. **(Added-AETC)** The IEPO Chief will work with the installation Emergency Management Branch to ensure EET members complete required training.

2.2.5.3. **(Added-AETC)** EET Chief will ensure exercise controllers are trained to successfully carry out exercise responsibilities.

2.2.5.4. **(Added-AETC)** EET members will complete initial training in the Advanced Distributed Learning System at <https://golearn.csd.disa.mil>, under Emergency Management. Training must be complete within 60 calendar days of appointment.

2.2.5.5. **(Added-AETC)** Personnel will not act as evaluators during exercises unless appointed by unit commander and all required EET training is complete.

2.2.5.6. **(Added-AETC)** Additional training requirements, as directed by the installation, will depend on each member's functional expertise and which exercises they will assess.

2.2.5.7. **(Added-AETC)** All unit and group-level EET members should take Unit Control Center (UCC) web-based training and localized training.

2.2.5.8. **(Added-AETC)** For Deployment Exercises, readiness evaluators must be able to use the AF IMT 2511, *Deployment Schedule of Events - Cargo*, AF IMT 2511A, *Deployment Schedule of Events - Passenger*, and AF IMT 2512, *Deployment Schedule of Events – Loading Schedule* as backup for developing and disseminating manual Deployment Schedule of Events, in the event the Logistics Module application is unavailable or network limitations prevent its use. (See AFI 10-403, *Deployment Planning and Execution*.) Additionally, evaluators must review the installation deployment plan to determine how the IMT forms will be used as a back-up during contingencies and inspections as well as work with the installation deployment officer to review the manual process, which is required prior to facilitating/evaluating an 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.

2.2.7.1. (AETC) The MSEL will list chronological events by the inject date and time group and contain at least one MSEL event for each objective, with a determination of how and when to inject the event, as well as who would most logically cause or report the event. The MSEL will also reflect all munitions, smoke-generating devices or ground-burst simulators planned for use and name of the individual responsible for initiating the pyrotechnic device during the exercise.

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.

2.2.11. **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.

2.2.12. **(Added-AETC) Training Aids.** HQ AETC wings are only permitted to use inert simulated training weapons for exercise purposes when exercising in populated areas or using “role players” as perpetrators. All exercise participants, including first responders, must use inert simulated training weapons made of rubber or plastic, red or blue in color and clearly marked “Training Aid.” No other forms of simulated training weapons are authorized. Exception: Non-players. (Non-Player is anyone outside the established cordon, not including those guarding the cordon.)

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

2.3. (AETC)Execution Phase. The EET Chief will obtain installation commander approval before establishing or conducting an exercise. The commander will determine appropriate levels of participation for personnel directly involved in training operations. This will ensure exercises are as effective as possible without negative impact on the primary training mission. Brief the airfield operations flight commander at least 48 hours in advance of an exercise that will involve an air traffic control facility or airport movement area. The airfield operations flight commander must approve, in advance, exercises that move controllers to alternate facilities or shelter areas. Execute the exercise scenario on the date and time planned or as modified by the EET Chief. Once an exercise begins, it continues until all objectives have been met and, with the EET Chief’s recommendation, the installation commander terminates. Ideally, the scenario should

proceed to a logical end point. However, the EET Chief or installation commander may terminate the exercise early in the event safety concerns or conflicting real-world emergencies arise, or when all exercise objectives are met.

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. (AETC) Exercise Control Center (White Cell).

2.3.1.2.1. (Added-AETC) Purpose. All exercises require command and control. The White Cell has been implemented to provide a single cell of personnel to monitor and control MSEL or exercise flow, act as HHQ, direct role players, enforce time implements, etc. The control system for any exercise should ensure that it follows the approved scenario, attains the minimum objectives, ensures smooth development and provides meaningful, realistic training to all exercise participants.

2.3.1.2.2. (Added-AETC) Organization. To control exercises, the Chief Controller or Deputy IEPO Chief organizes the White Cell and uses available personnel effectively to provide the largest benefit to the exercise. They should possess the knowledge to make sound decisions if the EET Chief is unavailable. Establish sufficient controller work space and assign roles and responsibilities to each controller.

2.3.1.2.2.1. (Added-AETC) The composition of the White Cell depends upon the type of exercise and the echelon at which it is conducted as well as the method (sometimes called the exercise implementer), which sustains the exercise and causes it to flow to a logical conclusion. White cell composition also depends on the MSEL sequence of events, simulations, role players, phone calls, faxes, e-mails or a combination of these that may drive an exercise as well as objectives from notional higher and adjacent headquarters or support agencies.

2.3.1.2.2.2. (Added-AETC) White Cell personnel represent all higher, subordinate, adjacent, and support agencies not physically present on the installation or participating in the exercise (e.g. HAF, HHQ, etc.) The White Cell Chief Controller must ensure the appropriate exercise echelon is established as well as the appropriate personnel assigned to serve at each echelon.

2.3.1.2.2.3. **(Added-AETC)** Each White Cell should be equipped with controller workspace, phone, computer and land mobile radio or base station, along with the White Cell instructions. Each White Cell should be staffed with individuals possessing sufficient knowledge to ensure exercise flow.

2.3.1.2.2.4. **(Added-AETC)** White Cell Controllers ensure that events take place at the right time and place per the scenario and schedule. EET helps determine the flow of exercise incidents, Command and Control, contingency Plans, obstacles and support activities.

2.3.1.2.2.5. **(Added-AETC)** EET reports outcomes and status of exercise objectives to the White Cell. EET members observe activities to determine whether tasks are performed to standard. Ideally, no one should serve as controller and EET member during the same exercise. However, based on manning constraints, the EET Chief may assign personnel to more than one role.

2.3.1.2.2.6. **(Added-AETC)** As the focal point for controlling each exercise, the White Cell will portray HHQ of the player unit or installation when the appropriate HHQ is not participating. It will also be responsible for the administration and logistics necessary to support the exercise. Subordinate control centers, if used, will coordinate activities through White Cell if the installation command and control systems are not activated to support the exercise. For example, the White Cell may assume the role of the CAT, Emergency Operations Center (EOC) or other Command & Control node to support the accomplishment of the exercise objectives.

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. **(AETC) AARs.** Participating Air Force organizations should develop an AAR that summarizes exercise activities, evaluates actions, identifies strengths and weaknesses, and makes recommendations, as appropriate. **(Added)** (See Attachment 5 for example AAR).

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. **(AETC)** AARs must be distributed to HQ AETC/A3OX NLT 20 working days after the exercise event. A3OX will review AARs prior to submitting to the AF Joint Lessons Learned Information System (AF-JLLIS.)

2.4.1.1.1. **(Added-AETC)** All contingency/event AARs that do not request exercise credit must be submitted to AF-JLLIS by the installation NLT 30 working days following the event.

2.4.1.1.2. **(Added-AETC)** Mark after-action reports as “FOR OFFICIAL USE ONLY.” **Note:** This report may be protected from disclosure under the Freedom of Information Act. Do not release or publish, in whole or in part, outside official DoD channels unless authorized by DoD 5400.7-R, *DoD Freedom of Information Act Program* (and appropriate subordinate supplements when applicable).

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).

2.4.2.1. 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.

2.5. **(Added-AETC) Requesting Exercise Credit.**

2.5.1. **(Added-AETC)** Installations requesting exercise credit for Contingency/Real-World events will submit an MFR signed by the commander or designated representative with a copy of the AAR to AETC/A3OX for review NLT 20 working days after the event. A3OX will coordinate the Contingency/Real-World exercise credit request with appropriate Functional Area Managers to ensure applicable credit is granted as it is earned.

2.5.2. **(Added-AETC)** In order to receive exercise credit, real-world events will be evaluated to ensure successful completion of current exercise objectives. Additionally, lessons learned (strengths, deficiencies and recommended improvement areas) must be identified and an AAR must be accomplished and submitted to AETC/A3OX.

2.6. **(Added-AETC) Hotwash/Debrief.**

2.6.1. **(Added-AETC)** After the exercise, the EET and trusted agents convene in a closed session “Hotwash” to review and assess the exercise. This initial debriefing is closed to other exercise participants to enable evaluators and EET members to freely discuss exercise activities. All deficiencies will be validated and recommended improvement areas discussed with exercise participants after this closed session.

2.6.2. **(Added-AETC)** After the exercise, the EET Chief will critique the exercise with the installation commander before conducting the open session to debrief exercise participants (no later than 30 days after the exercise).

2.7. **(Added-AETC) Corrective Actions.**

2.7.1. **(Added-AETC)** The EET recommends revised procedures to installation commander. His/her designated representative or working group (e.g., the Emergency Management WG) should review exercise results for exercises required by AFI 10-2501 as a minimum and advise on appropriate corrective actions. Deficiencies will be identified to HHQ in AARs and are considered corrected only when corrective action is completed,

approved by the commander or designated representative, and validated by another exercise or test of the applicable procedure.

2.7.2. **(Added-AETC)** Unit Commander or equivalent must ensure discrepancies identified in AARs are corrected and must ensure a written response is provided to the IEPO Chief by the established suspense date. If corrective actions cannot be completed as directed, follow-up reports must be submitted at least monthly until corrective actions are complete. Unit Commanders will send response information copies to the Civil Engineer Readiness and Emergency Management Flight.

2.7.3. **(Added-AETC) IEPO Responsibilities.**

2.7.3.1. **(Added-AETC)** Review corrective actions and identify recurring or common deficiencies (trend analysis.)

2.7.3.2. **(Added-AETC)** Track corrective actions and suspenses via commander's Remedial Action Program for follow-up actions.

2.7.3.3. **(Added-AETC)** Ensure corrective actions are appropriate and correctly address root causes.

2.7.3.4. **(Added-AETC)** Notify the Group or Wing Commander (as applicable) of corrective actions that could not be resolved at a lower level.

2.7.3.5. **(Added-AETC)** Maintain a corrective actions record for at least two years.

2.7.3.6. **(Added-AETC)** Validate corrective actions during subsequent exercises.

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.

3.2.1.2. 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.

3.2.1.2.1. 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.

3.3.1.2. 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](#).

3.3.1.3. Funding Request. MAJCOM/FOA/DRU exercise planners will send a PH/IT funding request to AF/A3O-ATT (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.

3.3.1.3.1. 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.

3.3.2. CTP Funds.

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

3.3.2.1.1. (AETC) HQ AETC/A3OX is responsible for managing and requesting Commercial Ticket Program (CTP) funds for participation in JEP exercises.

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.

3.3.3.2. 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.

3.4. Exercise Funds Responsibilities.

3.4.1. JEP Exercises.

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

3.4.1.2. 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.

3.4.1.3. 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.

3.4.3. **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.

3.5.1.1. 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.

3.5.3.1. 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.

3.5.3.2. 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.

3.6.1.1. 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.

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

3.6.2.1. 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.

3.7. 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.

3.8. (Added-AETC) Exercise Munitions Account.

3.8.1. (Added-AETC) The IEPO should be familiar with the process to forecast practice munitions according to AFI 21-201, *Conventional Munitions Maintenance Management*. **Note:** AFCAT 21-209, Volume 1, *Ground Munitions*, outlines munitions available for EET use.

3.8.2. (Added-AETC) IEPO will work with installation munitions accountability systems officers (MASO) to obtain Ammunition/Agile Munitions Support Tool (AMMO/AMST) account and to schedule practice ground munitions training for select EET members. The MASO reports the installation munitions request and allocation in the Global Ammunition Control Point and establish procedures.

3.8.3. (Added-AETC) If the IEPO does not have a munitions account, and munitions are used for exercises, a memorandum documenting how exercise munitions are used and maintained for exercises must be kept by the IEPO.

3.8.4. (Added-AETC) Effective exercise planning is essential to alleviating costly munitions expenditures; purchasing bird cannons, smoke machines, etc., is a suitable substitute for munitions and provides environmentally safe realisms to any exercise.

3.8.5. (Added-AETC) EET members designated to employ smoke generating devices or ground burst simulators must be trained and qualified on the use of the devices as well as required protective equipment IAW AFMAN 91-201, *Explosives Safety Standards*.

3.8.6. **(Added-AETC)** If explosives are used during an exercise, the EET Chief will prepare an inventory of devices to be used and accomplish a risk assessment, in coordination with Wing Safety prior to use. The installation commander must approve the use of training munitions IAW AFMAN 91-201.

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

(AETC)

MARK R. MORRIS, Col, USAF
Chief, Operations, Readiness & Intelligence Division
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Integration

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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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

(Added-AETC) **AETC**—Air Education and Training Command

AF—Air Force

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
AMC—Air Mobility Command
(Added-AETC) AMMO—Ammunition
(Added-AETC) AMST—Agile Munitions Support Tool
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
(Added-AETC) COR—Contracting Officer Representative
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
(AETC) DSCA—Defense Support to Civil Authorities
ECG—Exercise Control Group
(Added-AETC) EET—Exercise Evaluation Team
EGOSG—Exercise General Officer Steering Group
EIAP—Environmental Impact Analysis Process
EIPT—Exercise Integrated Process Team
(Added-AETC) EM—Emergency Management
ENDEX—End of Exercise
(Added-AETC) EOC—Emergency Operations Center
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
(Added-AETC) HAF—Headquarters Air Force
HQ—Headquarters
(Added-AETC) HSEEP—Homeland Security Exercise Evaluation Program

(Added-AETC) **IEPO**—Installation Exercise Program Office
(Added-AETC) **IG**—Inspector General
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
(Added-AETC) **MASO**—Munitions Accountability Systems Officers
METL—Mission Essential Task List
MILDEC—Military Deception
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
(Added-AETC) **OI**—Operating Instruction
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

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-AETC) RAP—Remedial Action Program

SIF—Service Incremental Funds

SIPRNET—Secret Internet Protocol Router Network

(Added-AETC) SME—Subject Matter Expert

SOFA—Status of Forces Agreement

SPOD—Seaport of Debarkation

SPOE—Seaport of Embarkation

STARTEX—Start of Exercise

TPFDD—Time-Phased Force Deployment Data

(Added-AETC) UCC—Unit Control Center

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

(Added-AETC) WG—Working Group

WRM—War Reserve Materiel

(Added-AETC) XP—Plans and Programs

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.

A2.2. 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.

A2.3.2. 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;

A2.5.1.4. 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.

A2.5.2. 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.

A3.3.1. 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.

Attachment 5 (Added-AETC)

SAMPLE EXERCISE AFTER ACTION REPORT

DATE: xx xxx xx

MEMORANDUM FOR

FROM: 123 FW/XPI
444 Anywhere Road, Suite 10
Coastal AFB

SUBJECT: SILVER STAR 11-03, Natural Disaster Response Exercise/Pyramid Alert Recall Exercise

1. **SUMMARY:**

- a. Overall Rating: (If used).
- b. Exercise Date(s): 11-12 Mar 2011
- c. Type of Exercises: SILVER STAR 11-03 focused on a Natural Disaster Response Exercise (NDRE). It provided training and a realistic review of wing plans and checklists for the 2011 hurricane season. Additionally, the wing fulfilled the annual requirement of testing its Pyramid Alert Recall procedures.
- d. Exercise Objectives: The purpose of the exercise was to assess the wing's capability to respond to emergency situations encountered during Hurricane Condition (HURCON) phases and to assess the response to emergency situations of such magnitude as to warrant a response by the base disaster response force. This exercise was also used to validate unit "closed" deficiencies from previous exercises. Specific functional exercise objectives are listed in Attachment 1 below and were evaluated by the Exercise Evaluation Team (EET).

2. **Exercise Summaries:**

a. Hurricane: **(Rating)** Overall, the exercise provided worthwhile training for personnel in preparation for the hurricane season. It challenged the wing's leadership at all phases of HURCON, from initial preparations to evacuation of jets and personnel, through recovery. "Hurricane Jackie" was the perfect storm in its predictability. The base leadership made all the right decisions, resulting in aircraft and personnel being evacuated in plenty of time to move to a safe haven. The base ride-out element met for a tabletop, providing excellent training for all team members. The Communications Squadron did an outstanding job moving all equipment required by CEMP 10-2.

(1) Several lessons were learned from this exercise. The 123 TRG Shelter Management Team (SMT) developed an exceptional internal checklist that ensured shelter stocking, personnel in-processing and outlined daily SMT procedures that should be incorporated as an installation standard for all SMTs. To save valuable preparation time, the Hurricane Watch Team (HWT) will now have their meetings in the Command Post (CP); the location move was decided in the Commanders' "Hot Wash". This location will speed the flow of critical information, and reduce the time needed to complete HURCON checklists. Recommend, as a standard, the HWT meet 20 minutes prior to weather advisories being

issued. The HWT could then recommend a CSS recall if warranted and be in place for questions. The CSS could then immediately issue directives. All directives need to be disseminated promptly and control centers need to pass to their units without delay.

(2) The exercise also identified inconsistencies between the checklists and the different wing plans used. Some ride-out members did not bring checklists to the tabletop. Also, during the tabletop items were identified that need to be included into plans. Several new members of the ride-out team had not received training; members need to be identified with sufficient time to allow training. Recommend Building 909 complete a facility plan to ensure capability of housing all equipment required in current plans. Shelter stocking must be incorporated into next review of CEMP 10-2. Recommend Civil Engineer conduct a study to determine shelter possibilities of base buildings and also which buildings require generators due to storm damage.

b. Pyramid Alert Recall (Ungraded): A test of the wing telephonic recall procedures began at 0500L on Monday. Some confusion of the actual report times lessened the effectiveness of the recall. Recommend quarterly recall exercises until base populace and Group Control Centers (GCCs)/Unit Control Centers (UCCs) become familiar with procedures.

3. Lessons Learned (Strengths, Deficiencies, Recommended Improvement Areas (RIA)):

a. See Attachment 2.

b. All Deficiencies require a written response by the OPR listed (i.e. OPR: 123 FW/XPE). It is the OPR's responsibility to initiate corrective action as required. RIAs do not require a written response. RIAs, both good and bad, contain information that can make effective procedures even better.

c. Each organization identified as an OPR with a DEFICIENCY will report the corrective action(s) to 123 FW/XPI (see Attachment 3 for sample letter). Suspense for reply is _____. The following agencies have replies due:

Table A5.1. Deficiency Report.

<i>ORGANIZATION</i>	<i>DEFICIENCY #</i>
123 OG/CC	002, 004, 005
123 MSG/CC	002, 004, 005
123 MDG/CC	001, 002, 004, 005, 006
123 OSS/CC	002, 003, 004, 005
123 CES/CC	002, 004, 005
22 FS/CC	002, 004, 005

Table A5.2. Remedial Action Program (RAP) Validation:

<i>RAP #</i>	<i>OPR</i>	<i>OPR Date Closed</i>	<i>Validation Status</i>
10-06-01	123 MSG	15 Nov 10	CLOSED
10-06-03	123 CES	15 Nov 10	CLOSED
10-06-04	123	17 Nov 10	CLOSED
10-01-03	123 CES	15 Nov 10	REOPENED/2 nd Repeat

5 Questions should be directed to Lt Col Exercise, 123 FW/XPI, DSN 123-4567.

//SIGNED//
CHIEF EXERCISE, Lt Col, USAF
Chief, Wing Exercises

3 Attachments

1. Objectives
2. Lessons Learned Matrix
3. RAP Reply

1st Ind, 123 FW/CC

Approve/Disapprove.

//SIGNED//
INSTALLATION COMMANDER

OBJECTIVES

EXERCISE: SILVER STAR 11-03

DATE: 11-12 Mar 2011

OVERALL EXERCISE RATING: SATISFACTORY

LOCATION: 123 FW Coastal AFB, Texas

OVERVIEW: 123 FW/XPI conducted a Hurricane exercise to assess the wing's capability to respond to emergency situations encountered during Hurricane Condition (HURCON) phases and to assess the response to emergency situations of such magnitude as to warrant a response by the base disaster response force.

GRADING CRITERIA:

OUTSTANDING – Performance far exceeds mission requirements. Resources and programs very efficiently managed and are of exceptional merit. Procedures carried out in a far superior manner. Few deficiencies, if any, exist.

EXCELLENT – Performance exceeds mission requirements. Resources and programs very efficiently managed. Procedures carried out in a superior manner. Relatively few deficiencies exist.

SATISFACTORY – Performance meets mission requirements. Resources efficiently managed. Procedures carried out in an effective and competent manner. Minor deficiencies exist.

MARGINAL – Performance does not meet some mission requirements. Resources not efficiently managed. Procedures not carried out in an efficient manner. Deficiencies impede or limit the mission.

UNSATISFACTORY – Performance does not meet mission requirements. Resources not adequately managed. Procedures not carried out in an adequate manner. Significant deficiencies preclude or seriously limit the mission.

N/G – Not graded.

Table A5.3. Objectives.

123 FW	OBJECTIVES	
1.	Evaluate command and control procedures for preparing and responding to hurricanes and severe tropical storms in the Coastal AFB area.	<i>Marginal</i>
2.	Evaluate command post, Emergency Operations Center (EOC), and UCC operations, collection, and dissemination of information.	<i>Unsatisfactory</i>
3.	Evaluate evacuation and resource protection procedures for high value equipment and personnel.	<i>Satisfactory</i>
4.	Evaluate processes to deploy hurricane essential team's ride-out element and evaluate their procedures for receiving and maintaining communication links with the Crisis Action Team (CAT).	<i>Satisfactory</i>
5.	Validate hurricane reconstitution procedures IAW Appendix 1, Annex B, to 123 FW CEMP 10-2.	<i>Satisfactory</i>
6.	Evaluate sheltering plans and procedures to include activating shelter teams.	<i>Excellent</i>
7.	Provide a comprehensive review of wing plans and unit checklists in conjunction with a realistic hurricane exercise.	<i>Satisfactory</i>
8.	Evaluate the EOC notification, response, and assembly.	<i>Satisfactory</i>

LESSONS LEARNED MATRIX

Deficiencies: A significant deficiency requiring specific corrective actions, identified by “**RAP# 11-03-XX.**” Units must answer deficiencies with sufficient detail, thereby enabling the IEPO staff the ability to determine adequacy and proper validation of corrective actions in future exercises. The following are detailed accounts of exercise deficiencies. Deficiency cause codes are defined in AFI 90-201, Table 2.1.

Table A5.4. SILVER STAR 11-03 Remedial Action Plan (RAP).

RAP	Reference:	Deficiency	Recommended Corrective	OPR
TITLE:	Observation	Deficiency	SUSPENSE DATE:	
RAP # 11-03-01	AFI 10-2501 para xxx	MINOR	Ensure information makes it to all levels of the installation	EOC
Initial Incident Command Briefing	Poor coordination between Fire Emergency Services (CEF), Security Forces (SF) and EOC during initial briefing. Effective safe routes and cordon were established and briefed but not passed to all personnel	TR1.2	SUSPENSE: 10 Duty Days from AAR release date - CC signature	

Recommended Improvement Areas (RIA):

1. An identified process, product, or capability which could be improved by a suggested course of action is listed in this area.
2. A tracked RIA is a deficiency or shortcoming in existing policies, plans or procedures.
3. Any event or actions worthy of consideration during planning and execution in future exercises.

Table A5.5. SILVER STAR 11-03 Recommended Improvement Areas (RIAs).

RAP ITEM	Reference:	Deficiency	Recommended Corrective Action	OPR
TITLE	Observation	Deficiency		
RIA # 11-03-01	N/A	N/A	Ensure all CAT members have updated binders/checklists in alternate CAT	CAT
CAT Evacuation	Alternate CAT LAN was down; some CAT members did not bring or did not have updated binders/checklists	N/A		

Table A5.6. Strengths: Noteworthy events, actions, or programs that far surpassed standards.

STRENGTH	OBSERVATION	OPR	AF Best Practice Submittal
STRENGTH #1	<p>HURCON DATABASE</p> <p>Locally established product that incorporates a one-stop Shelter Management Tool</p> <ol style="list-style-type: none"> 1. 100% accountability of sheltered personnel 2. Real Time update/management of shelter kits and supplies 	CAT	(IAWAFH38-210) YES/N/A

Table A5.7. Exceptional Performers: The following individuals and units were recognized for exceptional performance:

Rank/Name	Unit	Performance Area
2Lt Anthony Romo	123 CES	CSC/CES (DAT)
SSgt Emmitt Smith	123 LRS	LRS UCC

—2Lt Anthony Romo-Outstanding forward thinking. Played “Real World”. Ensured Damage Assessment Team (DAT) was put on standby in a timely manner. He noticed they were not given a safe route to scene and stopped movement until safe route was obtained from the UCC. His outstanding situational awareness ensured the safety of the entire team.

—SSgt Smith - LRS UCC remained in constant communication via AF Portal Instant Messenger with LRS EOC member (ESF1). During all inputs; LRS UCC was several minutes ahead of 123 FW WebEOC input.

RAP REPLY

(Date)

MEMORANDUM FOR 123 FW/XPI

FROM: OPR Responsible for the RAP

SUBJECT: Initial Reply to (Exercise Name and RAP Number)

1. RAP#. (State the RAP as it appears in the local exercise report (attachment 2)).
2. Reply. The first reply is the "initial reply." It must state the corrective action and whether the item is closed or open. If the RAP is open, an estimated completion date (ECD) must be included. If the ECD expires before the RAP is corrected, a follow-up reply is required and must state the reason for the delay and list an updated ECD. The format for the follow-up reply is the same as the initial reply.

SIGNATURE BLOCK

Unit Commander

1st Ind, XXG/CC

MEMORANDUM FOR 123 FW/XPI

Concur/Nonconcur

SIGNATURE BLOCK

Group Commander