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SPECIAL OPERATIONS COMMAND**

**AIR FORCE SPECIAL OPERATIONS
COMMAND INSTRUCTION 10-204**

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Operations

JOINT EXERCISE PROGRAM (JEP)



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This instruction implements Department of the Air Force Policy Directive (DAFPD) 10-2, *Readiness*, and Air Force Instruction (AFI) 10-204, *Air Force Service Exercise Program and Support to Joint and National Exercise Program*. It defines the Air Force Special Operations Command (AFSOC) Joint Exercise Program (JEP) and provides guidance for AFSOC forces regarding budgeting, logistics, force management, preparation, and execution of exercise events including Chairman of the Joint Chiefs of Staff (CJCS) approved Joint National Training Capability (JNTC), service exercises and Theater Security Cooperation (TSC) events. It also provides guidance regarding AFSOC 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 tools for the oversight and management of AFSOC support for and participation in these exercises. It outlines major actions associated with the exercise cycle. It defines AFSOC A3 as the primary focal point for planning, organizing, and executing the air component commander's service, joint and combined exercise and TSC program. This publication applies to HQ AFSOC, AFSOC subordinate units, AFSOC active duty and civilian personnel, as well as those with a contractual obligation to abide by the terms of DAF issuances. This publication applies to AFSOC gained Air Force Reserve Command (AFRC) and Air National Guard (ANG) units. This publication does not apply to the United States Space Force. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See DAF Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the

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SUMMARY OF CHANGES

This revision updates references and titles in accordance with current organizational changes and must be completely reviewed. This revision establishes exercise management products and organizations directed in DoDI 3020.47; establishes the organizational responsibilities of the AFSOC Joint Exercise Program; and outlines AFSOC requirements/procedures into a single instruction.

Chapter 1—GUIDELINES AND RESPONSIBILITIES	4
1.1. General.....	4
1.2. Objective.....	4
1.3. Joint Exercise Program (JEP) Guidelines.....	5
1.4. Joint Exercise Program (JEP) Responsibilities.....	7
Chapter 2—JOINT EXERCISE PROGRAM (JEP) EVENT CYCLE	10
2.1. Joint Exercise Program (JEP) Cycle.....	10
2.2. Planning Phase.....	10
2.3. Execution Phase.....	11
2.4. Evaluation Phase.....	12
Chapter 3—EXERCISE FUNDING AND PROGRAMMING	14
3.1. General Information.....	14
3.2. Exercise Fund's Types and Responsibilities.....	14
Chapter 4—GLOBAL FORCE MANAGEMENT (THEATER SECURITY COOPERATION (TSCP) ANNEX)	20
4.1. AFSOC Global Force Management.....	20
4.2. Office of Primary Responsibility (OPR).....	20
4.3. Global Force Management (GFM) Process.....	20
4.4. Emerging Missions and Modifications.....	22

AFSOCH10-204 20 AUGUST 2024	3
Chapter 5—THEATER SECURITY COOPERATION PROGRAM (TSCP)	23
5.1. Definition.....	23
5.2. Strategic objectives.....	23
5.3. Theater Security Cooperation Program (TSCP) Events.	23
5.4. Other Theater Security Cooperation Program (TSCP) Planning Considerations. ...	27
Chapter 6—LOGISTICS SUPPORT	29
6.1. Concept of Support and Assumptions.....	29
6.2. Resource availability.....	29
6.3. Logistics Feasibility.....	29
6.4. Integrated Deployment System (IDS).....	29
6.5. Responsibilities.....	31
6.6. Planning Conferences.	32
6.7. Validating Requirements.	33
6.8. Exercise Deployment Requirements Manning Document (DRMD) Development.	33
6.9. Manpower Requirements Sourcing.....	35
6.10. Cargo Movement.	36
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	37
Attachment 2—TRAINING REQUIREMENTS FOR EXERCISE PLANNERS	44
Attachment 3—EXERCISE PLANNING CONSIDERATIONS	45
Attachment 4—POST CONFERENCE RECAP REPORT	46
Attachment 5—BUDGET PLANNING GUIDELINES	47
Attachment 6—BUDGET PROCESS TIMELINE	49
Attachment 7—BUDGET ESTIMATE WORKSHEET (EXAMPLE)	50
Attachment 8—TPFDD WORKSHEET	51
Attachment 9—SMALL UNIT EXCHANGE PROGRAM (SUE)	52
Attachment 10—EMERALD WARRIOR SPIRAL PROGRAM	54
Attachment 11—FOREIGN VISIT COORDINATION PROCESS	55

Chapter 1

GUIDELINES AND RESPONSIBILITIES

1.1. General. Exercises play an essential role in preparing Air Force Special Operations Command (AFSOC) forces to conduct air, space, and cyberspace operations while performing their mission essential tasks. The primary objective of the AFSOC Joint Exercise Program (JEP) is to maintain combat readiness and improve crisis response while operating in a joint/combined environment. This instruction provides direction and guidance regarding AFSOC participation in Chairman, Joint Chiefs of Staff (CJCS)-designated exercises, Joint National Training Capability (JNTC), Service exercises and Theater Security Cooperation (TSC) events including Joint Combined Exchange Training (JCET), Counter Illicit Drug Trafficking (CIDT), and other Theater Security Cooperation Program (TSCP) events. For the purposes of this instruction, all references to “exercises” or “JEP events” may include CJCS, JNTC, and Service exercises. This instruction also applies to SOF unique training venues or TSCP events (see [Chapter 5](#)). It supports the CJCSM 3500.03E, *Joint Training Manual for the Armed Forces of the United States*, CJCSI 3500.01J, *Joint Training Policy for the Armed Forces of the United States*, and *United States Special Operations Command (USSOCOM) Commanders Training Guidance*. It defines actions taken during the Global Force Management process, responsibilities during the JEP planning cycle, and procedures for programming and budgeting exercise funds. It identifies organizations and processes to help manage AFSOC JEP event participation and support.

1.2. Objective. AFSOC units participate in JEP events to hone and refine their execution of mission essential and supporting tasks; increase interoperability; validate training; improve response capabilities; expand cultural awareness and language skills; gain regional access; improve partner nation relationships; and enhance and evaluate GFM and high-end readiness. High-end readiness is defined as readiness against a peer or near-peer threat which requires execution of mission essential tasks (MET) at the highest assigned threat level and an agile and adaptive mindset to succeed. To achieve total mission training, AFSOC forces should actively participate in these events and meet specifically stated training objectives in a realistically simulated threat environment without degrading peacetime safety and security measures. AFSOC’s goal is to optimize the benefits of participating in these exercises when weighed against the costs required in both manpower and funding.

1.2.1. The AFSOC JEP exists to provide AFSOC units with headquarters oversight, guidance, and support for participation in joint, combined and service/SOF exercises. The AFSOC JEP goals are to support the achievement of exercise and AFSOC specific training objectives, enhance exercise scenario simulations, provide settings for realistic Mission Essential Task List (METL) based training in varied environments and provide AFSOC Special Operations Task Groups and Task Units (SOTG/U) and Joint Task Forces (JTF) a Certification, Verification, Validation (CV2) venue. The AFSOC JEP provides scope and scale criteria necessary to qualify as a viable exercise to assess high-end readiness in the highest advertised threat environment levels and provides critical support to the Geographic Combatant Commanders’ Theater Security Cooperation Program (TSCP).

1.2.1.1. Scope. JEP events utilized as a high-end readiness assessment vehicle will be scoped against a relevant Core or OPLAN mission requirement as reflected in Department of Defense Readiness Reporting System (DRRS). Specifically, exercises will be planned

to execute a minimum of 60 percent of a unit's Standard Assessment Performance Measurements (as part of a mission package) as aligned with DRRS. Additionally, high-end exercises will be scoped to incorporate operations in a chemical, biological, radiological, and nuclear (CBRN) environment, where 100 percent of players will be expected to demonstrate abilities to operate in CBRN environment. High-end readiness exercises will be scoped IAW DAFI 90-302, *The Inspection System of the Department of the Air Force*, Attachment 7.

1.2.1.2. Scale. JEP events utilized as a high-end readiness assessment vehicle will be scaled to include a minimum of 60 percent of a wing's assigned number of operational units and the required number of supporting personnel. Additionally, an appropriately scaled mission sustainment team (MST) will be incorporated into the exercise to represent the proper AFSOC force presentation model to Joint SOF. All personnel and equipment will process during the Generate readiness element in accordance with the required, pre-determined TPFDD and associated CED orders. Exercises will be scaled to keep simulations and deviations at a minimum. High-end readiness exercises will be scaled IAW DAFI 90-302, Attachment 7.

1.2.2. HQ AFSOC/A3OJ is OPR for the AFSOC JEP. HQ AFSOC/A3OJ coordinates between Higher Headquarters both United States Air Force (USAF) and United States Special Operations Command (USSOCOM), HQ AFSOC staff, Combatant Command staffs, and subordinate Direct Reporting Units (DRU)/wings/groups to effectively integrate a broad range of AFSOC missions and capabilities into military exercises worldwide. Participation in exercises by AFSOC forces is determined by global prioritization of events using SECDEF Global Force Management (GFM) business rules (See [Chapter 4](#) - GFM).

1.2.3. To be effective, JEP planners must have full knowledge of event objectives and resources available. Planners should be aware of any limitations or restrictions (for safety or otherwise) on the use of those resources and be ready to candidly comment on the adequacy of the exercise design. Therefore, it is essential AFSOC develops and implements a concise, orderly planning cycle for all phases of JEP event participation. (T-2)

1.3. Joint Exercise Program (JEP) Guidelines.

1.3.1. Concept. JEP events must embody a "train the way we fight" philosophy and should exercise actual command relationships. Events should provide opportunities to assess real-world capabilities consistent with safety, security, and overall exercise objectives, while providing language skills, cultural familiarization, and regional access when able. Since SOF support is a critical attribute to all operations, JEP events should also incorporate logistics, support, and force protection. When appropriate, other requirements and operational challenges, such as the ability to operate in a degraded/contaminated environment, including chemical, biological, radiological, and nuclear (CBRN) conditions should be incorporated, especially when considering operating in high-end conflict where CBRN environments are most probable. Whenever possible, JEP events should seek to employ and evaluate current or proposed plans, policies, procedures, processes, and doctrine.

1.3.2. Conditions. JEP events 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 using realistic scenarios and environments. Participants should have the "freedom to fail" within the bounds of safe operations and the need to reach event objectives. AFSOC

Inspector General (IG) embraces these concepts when utilizing JEP events as readiness assessment vehicles, in order to facilitate a rigorous exercise environment.

1.3.3. Scheduling. Participating in JEP events and supporting USSOCOM and service-sponsored exercises places considerable stress on AFSOC units and often strains available assets. AFSOC determines its ability to support all event requirements as the employment schedules are developed and exercise commitments are made.

1.3.3.1. Exercises with a heavy focus on Joint Forces Special Operations Component Commander (JFSOCC) and Combined Forces Air Component Commander (CFACC) training objectives as well as the employment of a Joint Task Force (JTF), full Special Operations Task Group (SOTG), Special Operations Task Unit (SOTU), Special Operations Liaison Element (SOLE), or Air Operations Center (AOC) will typically be identified by HQ AFSOC/A3OJ as AFSOC Priority Exercises. Inclusion of US SOF ground and sea forces, coalition participation and high-end exercises serving as AFSOC IG readiness assessment venues are also deemed AFSOC priority exercises.

1.3.3.2. The Global Force Management (GFM) process is a key element in development of the Theater Security Cooperation Program (TSCP) and plays a pivotal role in JEP event scheduling and resource commitment. See [Chapter 4](#) for specific processes.

1.3.3.3. To take advantage of the synergy that exists when exercises require similar skill sets and have common venues, scenarios, and objectives, AFSOC will seek to link JEP participation with CJCS-sponsored, Unified Combatant Commander-sponsored, or other appropriate events whenever possible.

1.3.4. Support Requirements. JEP events provide participants the opportunity to practice actions and procedures in an instructive environment. To ensure all personnel benefit from this exercise experience, substitutes for key personnel should be kept to a minimum.

1.3.5. JEP Management. AFSOC will coordinate in the development of the following products and use the following organizations to optimize JEP event support and participation.

1.3.5.1. JEP Management Products.

1.3.5.1.1. Global Force Management Allocation Plan (GFMAP) Theater Security Cooperation Program Annex (TSCP Annex). As part of the SECDEF DEPORD, this annex includes episodic events such as JCETs and CIDTs events sourced from both CONUS and OCONUS forces (See [Chapter 5](#), TSCP Events for further description). These events are a critical element of the AFSOC JEP. GFM process guidance is contained in [Chapter 4](#). HQ AFSOC/A3OJ is the MAJCOM OPR for the GFMAP TSCP Annex.

1.3.5.1.2. Master Exercise Calendar (MEC). The MEC 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 MEC through the Exercise Coordination Working Group (ECWG) process.

1.3.5.1.3. Joint Training Information Management System (JTIMS). JTIMS is a web-based system of record for all JCS and JEP authorized events. In addition to providing event specific information, JTIMS is used by event sponsors to request forces to participate in the events. JTIMS serves as both an official request for support and

deployment authority for sourced forces. HQ AFSOC/A3OJ is the AFSOC OPR for JTIMS

1.3.5.2. JEP Event Management Organizations.

1.3.5.2.1. Air Force Exercise Coordination Working Group (ECWG). The ECWG is an action officer-level working group responsible for developing a validated MEC. HQ AFSOC/A3OJ is the AFSOC OPR for the ECWG.

1.3.5.2.2. USSOCOM J32 Global Force Management Division. Responsible for the USSOCOM GFM process.

1.3.5.2.3. USSOCOM J37 Joint Training & Exercises (JT&E). USSOCOM J37 JT&E is the USSOCOM coordinating activity for CJCS JEP events that have significant SOF participation. The USSOCOM Enterprise Wide Training and Exercise Program (UEWTEP), UEWTEP Enterprise Working Group (UEWG), SOCOM Annual Ellipse Conference (SAEC), and the SOCOM Exercise and Training Working Group (SETWG) are the primary working means of coordinating SOF participation and SOF specific funding. HQ AFSOC/A3OJ is the appointed AFSOC representative, stakeholder, and voting member for all these entities.

1.4. Joint Exercise Program (JEP) Responsibilities.

1.4.1. Special Operations Forces AF Lead MAJCOM (L-MAJCOM). To facilitate AF exercise planning, programming, and execution activities, HAF has designated specific MAJCOMs to serve as L-MAJCOMs for JEP exercises within assigned mission areas.

1.4.1.1. AFSOC is designated as the L-MAJCOM for SOF.

1.4.1.2. HQ AFSOC/A3OJ is the AFSOC OPR for SOF L-MAJCOM issues and provides coordination for all AF organizations within the SOF mission areas.

1.4.2. HQ AFSOC responsibilities. HQ AFSOC/A3 is the lead agency for the AFSOC Joint Exercise Program and provides the following activities in management of the AFSOC JEP.

1.4.2.1. Provide oversight of headquarters and subordinate unit JEP activities.

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

1.4.2.3. Ensure JEP activities help command and subordinate units achieve and maintain their designed operational capability and can fulfill OPLAN taskings and appropriately respond to contingencies.

1.4.2.4. Conduct a safety review of the JEP plan.

1.4.2.5. HQ AFSOC/A3OJ is the MAJCOM designated representative for the AF ECWG.

1.4.2.6. HQ AFSOC/A3OJ. OPR and executing agency for the AFSOC JEP. In addition, HQ AFSOC/A3OJ is command interface POC with AF/A3TI, USSOCOM, Theater Special Operations Commands (TSOC) and GCCs for overall exercise planning and coordination. HQ AFSOC/A3OJ will:

- 1.4.2.6.1. Coordinate AFSOC participation at exercise planning conferences. HQ AFSOC/A3OJ will attend exercise planning coordination events, as required, for each AFSOC Priority Exercise.
 - 1.4.2.6.2. Lead AFSOC Event Planning Team (EPT) participation at planning events. Coordinate with AFSOC wing/group event OPRs to build an AFSOC EPT comprised of mission area Subject Matter Experts (SMEs), logistics representatives, and contingency contracting specialists as applicable to support the AFSOC EPT at specific planning events.
 - 1.4.2.6.3. Validate AFSOC requirements in the JEP event Deployment Requirements Manning Document (DRMD).
 - 1.4.2.6.4. Coordinate with AFSOC wing/group JEP OPRs and AFSOC Functional Area Managers (FAM) to fulfill valid event requirements.
 - 1.4.2.6.5. Coordinate with AFSOC IG when JEP events serve as high-end assessment vehicles.
 - 1.4.2.6.6. Track AFSOC worldwide participation in JEP events for weekly input to the AFSOC/A3 TSCP Brief.
 - 1.4.2.6.7. Maintain AFSOC JEP schedule and identify AFSOC Priority JEP Events.
 - 1.4.2.6.8. Maintain the AFSOC Joint Exercise and Training SharePoint on SIPRNet.
 - 1.4.2.6.9. Develop and update this AFSOC instruction.
 - 1.4.2.6.10. Review After Action Reports (AARs) provided by AFSOC personnel following participation in an event and post to the AFSOC Joint Exercise and Training SIPRNet SharePoint as required.
 - 1.4.2.6.11. Evaluate past performance in JEP events based on AARs and lessons learned and make recommendations for future participation. Coordinate with DRU/wings/groups to implement improvements during the next planning cycle.
 - 1.4.2.6.12. Plan, program, and manage AFSOC CE2, JCS and non-JCS exercise and TSCP event funds per **Chapter 3**.
 - 1.4.2.6.13. Review Post-Conference Recap Reports (PCRRs) provided by AFSOC EPT members following attendance at exercise planning coordination event and post wing/group exercise reports to the AFSOC Joint Exercise and Training SIPRNet SharePoint as applicable.
 - 1.4.2.7. HQ AFSOC/A3OJ may delegate Designated Planning Authority (DPA) to a subordinate DRU/wing/group OPR based on the scope of AFSOC participation, level of DRU/wing/group participation, and DRU/wing/group ability to fulfill DPA obligations as outlined in this instruction. HQ AFSOC/A3OJ will coordinate with the applicable AFSOC DRU/wing/group OPR before DPA delegation is assigned. Subordinate AFSOC DRU/wing/group with DPA authority may delegate to subordinate groups as appropriate.
- (T-2)**
- 1.4.3. DRU/Wing/Group Responsibilities:

1.4.3.1. Designate a DRU/wing/group OPR to maintain a viable Joint Exercise Program for event planning, participation, and post-event actions.

1.4.3.2. Designate COMAFSOF/ Mission Commander for JEP events. COMAFSOF/Mission Commander should be current in or familiar with one of the aircraft types being deployed. Prior exercise experience as a COMAFSOF, assistant COMAFSOF, or participant should be considered. The rank of the person filling these positions should match the rank structure of the host country military and/or Army/Navy component SOF commander.

1.4.3.3. Identify subordinate unit mission area SMEs as needed to support JEP event planning efforts.

1.4.3.4. Coordinate with HQ AFSOC/A3OJ to commit subordinate unit personnel and resources for JEP event participation.

1.4.3.5. Coordinate DRU/wing/group and subordinate unit JEP Planning Coordination event attendance with HQ AFSOC/A3OJ to ensure unity of effort and continuity of resources.

1.4.3.6. Submit Post Conference Recap report (PCRR) to HQ AFSOC/A3OJ in accordance with [Attachment 7](#).

1.4.3.7. Observe JEP budgeting instructions and planning guidance. See [Chapter 3](#) and Attachments [5](#), [6](#), [7](#).

1.4.3.8. Assume DPA responsibility when delegated by HQ AFSOC/A3OJ. See [Attachment 3](#) for specific responsibilities.

Chapter 2

JOINT EXERCISE PROGRAM (JEP) EVENT CYCLE

2.1. Joint Exercise Program (JEP) Cycle. The JEP event cycle consists of the planning, execution, and evaluation phases needed to create, conduct, and assess an event. While there is no standardized method of planning and conducting JEP events that works in all circumstances, this document defines a generic system of rules and processes to follow. Although the Joint Exercise Life Cycle (JELC) provides an outline to follow for CJCS and JNTC events, it does not replace common sense, nor does it support the abbreviated planning cycle for TSC events. The complexity and locations of the event; the number and type of AFSOC and host nation units participating; the availability and skill level of personnel; and the availability of funds all contribute to the process required to successfully plan and execute JEP events.

2.2. Planning Phase. The planning phase encompasses all aspects of building a JEP event and, as a minimum, will address the following areas:

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

2.2.2. JEP objectives. JEP event objectives are the precise, action-oriented statements that identify the goals for the event. Each AFSOC participating unit should prepare, coordinate, and submit a list of JEP Desired Learning Objectives (DLOs) to HQ AFSOC/A3OJ. Units will additionally submit DLOs to AFSOC IG when JEP events serve as high-end readiness assessment vehicles. These objectives should be observable, measurable, quantifiable (whenever possible), meet defined scope and scale criteria (when serving as high-end assessment vehicles) and reinforce the idea that we need to train and exercise the way we plan to fight. These objectives may take the form of CONOPS (TSCP events) or desired METLs to be accomplished (JCS/JNTC events). Planners at all levels should ensure proposed objectives are consistent with current CJCS/USSOCOM/USAF prioritization guidelines; USAF, USSOCOM, and AFSOC tactical doctrine; theater war plans; unit Design Operational Capability (DOC), Unit Type Code (UTC) mission capability statement; and METL requirements. In addition, objectives should clearly address identified DRRS shortfalls.

2.2.3. Execution Document. JEP planning should result in a coherent plan for executing the event - an Execution Document. This document may take the form of an Exercise Directive (EXDIR), Exercise plan (EXPLAN), or Concept of Operations (CONOPS), depending on the composition, execution authority, and scope of the event. EDs, EXPLANs, and CONOPS typically follow the standard Operations Plan (OPLAN) format found in CJCSM 3122.02F, *Joint Operation Planning and Execution System (JOPES)*, Vol. III — *Time Phased Force and Deployment Development and Deployment Execution*, and pertinent annexes. The formats presented should be modified to match the requirements of the JEP event. Participating AFSOC organizations should assist the event sponsor with the execution document development. Depending on the complexity, duration, and level of participation, AFSOC organizations may, at their discretion, create an organizational execution document to clarify requirements and responsibilities.

2.2.4. Exercise control. Exercise execution is managed by controllers who are knowledgeable in the timing and content of exercise events. Exercise 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 AFSOC objectives. Planners should prepare and provide exercise controllers the support materials needed to manage exercise execution.

2.2.4.1. Trusted agents. Trusted agents are subject matter experts who are given advance knowledge of exercise scenario details for the purpose of serving and assisting with all phases of the exercise. Organizations will limit the number of trusted agents to the absolute minimum required to support proper planning to maintain the integrity of exercise details.

2.2.4.2. Trusted agents identified in the planning stage have advanced knowledge of the exercise and are therefore ineligible to be principal players during exercise execution.

2.2.5. Training. Exercises are a training program adjunct and provide an opportunity to accomplish a unit's Joint Mission Essential tasks (JMETs) during simulated situations in a controlled environment. Exercise planners should determine the JMET training required by their exercise participants require to meet command directed priorities and unit identified training shortfalls.

2.2.6. 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. While MSELs are a critical part of CJCS and JNTC exercises, they are not typically used in TSCP events. TSCP events will use detailed CONOPS and Schedule of Training to guide forces to successful completion of event objectives.

2.2.6.1. 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.

2.2.6.2. Trusted agents from participating AFSOC organizations should review the MSEL and ensure planned events support AFSOC objectives.

2.2.7. JEP planners. To be effective, JEP planners should not only be knowledgeable in the procedures, plans, and processes being exercised, but also the development and execution of the exercise. DRU/Wings/groups should develop a training program to ensure that assigned exercise planners are skilled in the design, conduct and evaluation of exercises. See [Attachment 5](#) for recommended training requirements. (T-3)

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

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

2.3.1.1. When required, a Joint Exercise Control Group (JECG) will oversee and manage the exercise activity of exercise participants. The JECG 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 organizations. When JEP events are utilized as a high-end assessment vehicle assessed by the AFSOC IG, the AFSOC OC Exercise Portal will serve as the conduit between exercise players and the JECG.

2.3.1.2. White Cell. Since all organizations do not participate in every exercise, White Cell personnel should be used to 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.

2.3.2. 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.

2.3.3. JEP Command and Control. Command and Control (C2) of JEP participants varies based on the event type, location, and forces and will be delineated in the deployment authorizing document (DEPOD/EXORD). General guidelines for C2 of JEP forces are as follows:

2.3.3.1. Deploying forces will comply with theater directives regarding Force Protection, medical clearances/self-protection measures, pre-deployment training, reporting, and any other theater specific requirements.

2.3.3.2. During TSCP events (with the exception of JCS exercises – see [Paragraph 2.3.3.3](#)), C2 of AFSOC forces will be executed through the Theater Special Operations Command (TSOC) or a delegated representative Special Operations Task Group (SOTG) Commander or other designated Commander unless specifically designated otherwise in the deployment authorizing document. OPCON of forces for other than the specified mission will not normally be transferred without specific SECDEF approval. Tactical Control (TACON) will be maintained by the AFSOF element having responsibility for tactical execution. This element depends on the size/composition of deployed force (i.e., multi-MDS, single-MDS, team).

2.3.3.3. The following is an excerpt from Joint Pub (JP) 1, Volume 2, *The Joint Force*, page III-9, para 3g, regarding C2 relationships during JCS exercises “Unless otherwise specific by SECDEF, a CDR has TACON for exercise purposes whenever forces not assigned to that CDR undertake exercises in that CDR’s AOR. TACON begins when the forces enter the AOR. In this context, TACON provides directive authority over exercising forces for purposes related to FP and that exercise only; it does not authorize operational employment of those forces. **Note:** This authority is not granted to CDRUSNORTHCOM or Commander, USINDOPACOM, for exercises conducted within the United States.” AFSOC CONUS forces will remain OPCON to AFSOC and report through the AFSOC Operations Center (OC).

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 (LL) actions are key elements of this phase.

2.4.1. Participating AFSOC organizations should develop an AAR that summarizes exercise activities, evaluates actions, identifies strengths and weaknesses, and makes recommendations, as appropriate. Guidance for developing AAR’s can be found in AFI 10-1302, *Air Force*

Lessons Learned Program. AARs should be forwarded to HQ AFSOC/A3OJ NLT 25 calendar days after end of exercise (ENDEX).

2.4.2. Lessons Learned. The AFSOC Lessons Learned Office (A9L) is the OPR for the AFSOC Lessons Learned Process. A copy of participating units AARs should also be forwarded to AFSOC/A9L NLT 30 days after ENDEX for inclusion in the SIPR JLLIS database.

2.4.2.1. Unless precluded by exercise protocols, all participating AFSOC units will comply with the observations, collection, and reporting procedures contained in AFI 10-1302.

2.4.2.2. AFSOC organizations participating in USSOCOM managed or SOF focused events will follow additional Lessons Learned guidance found in USSOCOM Directive 11-3, *Special Operations Lessons Learned Program*, and AFI 10-1302.

2.4.3. AFSOC wing Inspector Generals (IG) may utilize JEP exercises to grade and validate unit performance. IG evaluations will be conducted IAW DAFI 90-302, Attachment 7. They will be documented in IGEMS-C and do not take the place of the AAR process.

Chapter 3

EXERCISE FUNDING AND PROGRAMMING

3.1. General Information.

3.1.1. Funding for participation in JEP events comes from multiple sources and with unique authorities. It is critical to ensure the correct funding sources are used for the JEP event. HQ AFSOC/A3OJ, in close coordination with HQ AFSOC/FM and units, ensures that the proper funds and funding amounts are distributed for execution/reimbursement.

3.1.2. Exercise funding and programming is included in the DoD biennial Planning, Programming, Budgeting, and Execution (PPBE) process. HQ AFSOC/A3OJ is responsible for preparing inputs for JEP funding in support of the process.

3.1.3. AFSOC organizations will comply with the JEP provisions in CJCSI 3511.01A, *Joint Training Resources for the Armed Forces of the United States*.

3.2. Exercise Fund's Types and Responsibilities.

3.2.1. HQ AFSOC/A3OJ manages the funding for the AFSOC Joint Exercise Program. Program funding comes from multiple funding streams and utilize multiple funding lines. Units must actively involve their unit, group, and wing resource advisors to properly coordinate funding. HQ AFSOC/FM provides specific guidance in their annual AFSOC FM General Guidance. Specific JEP planning timelines for budget/funding submissions are listed in [Figure A6.1](#).

3.2.2. JCS/JEP Exercise Funds. These consist of Combatant Commander Exercise, Engagement (CE2) Funding) and MFP-11 SOF JCS Exercise Funding. Other Joint Staff funds may be offered for use.

3.2.2.1. CE2 Funding.

3.2.2.1.1. These funds are provided to AFSOC from both HAF and Joint Staff and are used for Service Incremental Funding (SIF), Transportation, and Joint National Training Capability (JNTC). Supported types of exercise activities include:

3.2.2.1.1.1. Service Incremental Expenses. Per Memorandum of Agreement (MOA) between USSOCOM and HQ AF, base operating support funding (i.e. SIF) will be provided by HAF to AFSOC for JEP events that are SOF unique or when AFSOC forces are not located at USAF exercise locations due to SOF requirements. CE2 SIF is used to pay for the incremental Operations and Maintenance (O&M) activities incurred solely for, or as a direct result of, planning for or taking part in a JEP exercise. Valid incremental activities include such items as lodging, per diem, non-aviation fuel, consumable supplies, contract support, and communications.

3.2.2.1.1.2. Transportation. CE2 transportation support includes funding for Port Handling (PH), Inland Transportation (IT), Joint Exercise Program (JETP), and the Commercial Ticket Program (CTP).

3.2.2.1.1.3. Port Handling (PH). PH 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.

3.2.2.1.1.4. Inland Transportation (IT). IT 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.

3.2.2.1.1.5. PH/IT. AFSOC units that require PH/IT to support JEP events will ensure the request is forwarded to HQ AFSOC/A3OJ NLT 120 days prior to execution. The request will include exercise name, ULN's affected, weight of cargo, and estimated cost of movement.

3.2.2.1.1.6. HQ AFSOC/A3OJ will assist coordinating PH/IT funding with Joint Staff, SOCOM or the Exercise Organization Conducting the Event (OCE). AFSOC units should expect to receive a Transportation Account Codes (TAC) to use for PH/IT movements. If a TAC code cannot be used, HQ AFSOC/FM will distribute PH/IT funding to AFSOC units after approval and funds are received. Funds may not be received until just prior to event execution. If relying on PH/IT funding in lieu of TAC Codes, units should be prepared to fund movement from O&M if distribution of funding is delayed. To ensure proper reimbursement units are required to have SOF specific TACs designated only for events centrally managed by HQ AFSOC/A3OJ.

3.2.2.1.1.7. 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 GCC 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 Aerial Port of Embarkation (APOE) or from the Aerial Port of Debarkation (APOD). Once CTP requirements are determined, JS/J7 will process CTP requests and distribute funds in accordance with JS/J7 Joint Exercise Transportation Program, Commercial Ticket Program Implementation Guidance.

3.2.2.1.1.8. CTP Funds. AFSOC units will ensure JOPES inputs reflect CTP requested (Source Code "L") in the Transportation Mode and Source Code section for all JCS exercises per TPFDD LOI when not using organic or AMC aircraft.

3.2.2.1.1.9. AFSOC units will include a separate CTP fund cite on all orders where CTP has been authorized. Units will ensure only commercial travel is charged to the CTP funds cite listed on the CED orders and appropriate ESP codes are used

(see [para 3.2.2.1.3.](#)).

3.2.2.1.2. CE2 Funds Distribution. HQ AFSOC/A3OJ annually submits AFSOC's CE2 funding requirements through a CE2 POM process to both SOCOM and Joint Staff. Once the fiscal year defense budget has been approved, SOCOM/Joint Staff will distribute the allocated funds to AFSOC for execution. HQ AFSOC/A3OJ coordinates with HQ AFSOC/FMA to distribute the funds to the AFSOC wings/groups. HQ AFSOC/A3OJ will notify the wing/group OPRs the amount of their allotment. When the funds are distributed, it will be the OPRs' responsibility to manage the expenditure of those funds. Funds should be obligated as soon as possible after receipt. CE2 Funding is based on requirements identified in the Joint Training Information Management System (JTIMS). Exercise planners should ensure the accurate and timely entry of required JTIMS data.

3.2.2.1.3. Requests for all CE2 and other funding including JNTC, JETP, and JTCP must be routed through HQ AFSOC/A3OJ. Direct coordination between DRU/Wings/Groups and funds management entities above AFSOC level is not authorized.

3.2.2.1.4. CE2 ESP coding. All costs utilizing CE2 funds must be properly Emergency and Special Program (ESP) coded. ESP codes for JCS exercises can be accessed through the Air Force Portal on the SAF/FMB web site at <https://fmdqs.cce.af.mil/saml/home.htm>. Obligations that are not recorded in the proper fund code or have improper ESP codes will not be considered a valid obligation for tracking, reporting, or reimbursement purposes. CE2 funds are fenced for JEP exercise support only and cannot be reprogrammed to other requirements.

3.2.2.2. SOF JCS Exercise Funding (MFP-11 JCSx) Description. SOF JCSx is used to pay for the incremental O&M activities incurred solely for, or as a direct result of, planning for or taking part in a CJCS directed exercise. Valid incremental activities include such items as lodging, per diem, transportation, non-aviation fuel, consumable supplies, contract support, and communications.

3.2.2.2.1. SOF JCSx Distribution. HQ AFSOC/A3OJ annually submits AFSOC's SOF JCS Exercise Funding requirements for JCS exercises to USSOCOM. Once the fiscal year defense budget has been approved, USSOCOM allocates AFSOC's SOF JCS Exercise Funding for JCS exercises on an incremental basis. HQ AFSOC/A3OJ, in turn, coordinates with HQ AFSOC/FM to allocate the funds to the wings/groups for specific events. HQ AFSOC/A3OJ will notify the wing/group OPRs the amount of their allotment for each event. SOF JCS Exercise Funds are provided through reimbursement. AFSOC will reimburse expenditure of wing/group funds after the event has ended and all costs have been compiled. Expenditures in excess of the allocated amount may not be reimbursed. When the funds are reimbursed to the unit, it will be the OPRs' responsibility to manage the transfer of funds into the proper accounts.

3.2.2.2.2. SOF JCSx ESP coding. Reimbursement (up to the allocated amount) is contingent upon proper Emergency and Special Program (ESP) coding. ESP codes for JCS exercises can be accessed through the Air Force Portal on the SAF/FMB web site at <https://fmdqs.cce.af.mil/saml/home.htm>. Obligations that are not recorded or have

improper ESP codes will not be considered a valid obligation for tracking, reporting, or reimbursement purposes. SOF JCS Exercise Funds are fenced for JCS exercise support only and cannot be reprogrammed to other requirements.

3.2.2.3. AFSOC units are authorized to use JCSx, and CE2 SIF funds solely for costs incurred during planning and execution of CJCS/JEP approved events. Exceptions to these rules must be approved in advance by HQ AFSOC/A3OJ.

3.2.2.4. Un-programmed Exercises. AFSOC organizations incurring costs associated with an AFSOC approved non-JCS or JEP training exercise does not have a programmed ESP Code must coordinate with HQ AFSOC/A3OJ for appropriate processes for funding.

3.2.3. TSCP and Non-JEP Exercises. AFSOC conducts numerous exercise-like events that are not a part of the JCS or JEP Exercise Programs. These events normally occur in support of the GCC Theater Security Cooperation Program (TSCP). AFSOC organizations conducting non-TSCP, unilateral or other joint exercises not within the approved JEP must fund these exercises from unit 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. TSCP events are normally reimbursable but may have specific limitations outlined below.

3.2.3.1. TSCP Events. These events normally support of the GCC Theater Security Cooperation Program (TSCP) and include Joint Combined Exchange Training (JCET), Counter Illicit Drug Trafficking (CIDT), Military Training Teams (MTT), and support to other individual TSCP tasks (See [Chapter 5](#)).

3.2.3.2. Funding programs for TSCP events are often unique in nature and require close coordination between all involved organizations. Instructions for the most common event types are listed below.

3.2.3.2.1. JCET Funding. USSOCOM provides AFSOC MFP-11 funds to pay for planning and execution of JCET events. Wings/Groups will use the theater specific JCET program element (O&M) to initially fund the JCET costs. AFSOC will provide reimbursement of these expenditures on an after the fact basis not to exceed the amount identified for execution by HQ AFSOC/A3OJ. (T-2) Units will refer to the USSOCOM/AFSOC JCET SOP for specifics.

3.2.3.2.1.1. JCET Funding Authority/Process. Authority for use of these funds and limitations on what they may be used to pay are contained in Title 10 United States Code (USC) Section 322, *Special operations forces: training with friendly foreign forces*. Individual JCET budget estimates are developed during the Global Force Management planning process and are provided to USSOCOM at the Annual GFM Sourcing Conference. These initial budget estimates form the starting point for JCET funding and will be updated regularly during the event planning process. The JCET DEPORD authorizing event execution will have a funding ceiling listed. This is a “do not exceed” amount and does not represent the actual amount allocated to the unit. HQ AFSOC/A3OJ will coordinate with HQ AFSOC/FM and the executing Wing/Group to develop a final funding target for each tasked event. HQ AFSOC/A3OJ will notify the wing/group OPRs the amount of their allotment and it will be the OPRs’ responsibility to manage expenditures to meet the funding

target.

3.2.3.2.1.2. JCET Funds ESP coding and reporting. All costs must be coded with a valid ESP Code. ESP Codes for non-JCS events can be accessed on the HQ AFSOC/FM web site on NIPRNet at <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC134F670FB5E044080020E329A9>. Obligations exceeding the funding target assigned by HQ AFSOC/A3OJ or have improper ESP codes will not be considered valid for tracking or reporting purposes and will not be reimbursed. JCET funds are fenced for JCET support only and cannot be reprogrammed to other requirements without the express consent of USSOCOM and HQ AFSOC/FM. Monthly funding activity and activity reports (2011 report) are required to be sent to the HQ AFSOC/FM exercise budget manager. Contact HQ AFSOC/FM Exercise Budget Analyst for specific report requirements.

3.2.3.2.2. CIDT Funding. USSOCOM provides AFSOC theater specific funds to pay for planning and execution of CIDT events. Funding for these events will be provided to the Wings/Groups up front. CIDT funds are Theater specific and are fenced for CIDT support only. They cannot be reprogrammed to other requirements. HQ AFSOC/FM will provide 10 USC § 333, *Foreign security forces: authority to build capacity*, funds for planning and execution not to exceed the amount identified for execution by HQ AFSOC/A3OJ. Excess 10 USC § 333 funds must be returned to HQ AFSOC/FM.

3.2.3.2.2.1. 10 USC § 333 Funding Authority/Process Oversight. 10 USC § 333 consolidated previous train and equip program authorities under a new single DoD authority. Training and equipping of foreign forces under this authority must be conducted in an integrated manner with defense institution building and associated human rights training. 10 USC § 381, *Consolidated budget*, consolidates department-wide security cooperation budgeting for DOD as part of the Presidential Budget beginning in FY 19, while 10 USC § 382, *Execution and administration of programs and activities*, governs Oversight and Resource Allocation of programs and activities. Individual 10 USC § 333 budget estimates are developed during the Global Force Management planning process and are provided to USSOCOM at the Annual GFM Sourcing Conference. These initial budget estimates form the starting point for 10 USC § 333 funding and will be updated regularly during the event planning process. The SECDEF DEPOD authorizing event execution will have a funding ceiling listed. This is a “do not exceed” amount and does not represent the actual amount allocated to the unit. HQ AFSOC/A3OJ will coordinate with HQ AFSOC/FM and the executing Wing/Group to develop a final funding target for each tasked event. HQ AFSOC/A3OJ will notify the wing/group OPRs the amount of their allotment and it will be the OPRs’ responsibility to manage expenditures to meet the funding target. 10 USC § 333 funds will be distributed by HQ AFSOC/FM to the Wing/Group.

3.2.3.2.2.2. 10 USC § 333 Funds ESP coding and reporting. All costs must be coded with a valid ESP Code. ESP Codes for non-JCS events can be obtained from the HQ AFSOC/FM Exercise Budget Analyst. Obligations that exceed the funds

provided by HQ AFSOC/FM or have improper ESP codes will not be considered valid for tracking or reporting purposes and will not be reimbursed. Monthly funding activity reports are required to be sent to the HQ AFSOC/FM exercise budget manager.

3.2.3.2.3. Other TSCP events. Funding for other TSCP events can come from a variety of sources. It is not practical to list every funding source and process requirements. In all cases, DRU/Wings/Groups planners and resource managers must coordinate closely with HQ AFSOC/FM and HQ AFSOC/A3OJ to ensure funding is available for other types of TSCP events not listed above. Funding for short notice or emerging events can be very difficult to arrange and demands clear communication from all organizations involved in the planning process. Wing/group exercise planners must ensure funding sources for these TSCP events are approved by HQ AFSOC/FM and costs incurred as a result of participation in these events are approved by HQ AFSOC/A3OJ.

3.2.3.2.4. Emerging JCET/10 USC § 333 Events. Changes to the SECDEF DEPORD often occur and result in missions being changed/added/deleted outside of the normal GFM process. Funding for these events follow the same process as GFM planned events, but with changes to the timeline. When notified of a potential emerging event, Wings/Groups will provide an initial budget estimate for the event to HQ AFSOC/A3OJ. HQ AFSOC/A3OJ will provide USSOCOM (or other funding entity) a funding requirement and ensure this requirement is included on the execution order (EXORD/DEPORD). HQ AFSOC/FM will create a new ESP code for the event and publish it on their website. HQ AFSOC/A3OJ will notify the wing/group OPRs the amount of their funding allotment. The OPRs will assume responsibility for management of expenditures to meet the funding target. After approval of the emerging event, disbursement/reimbursement of funds will follow the process listed for the specific TSCP mission types. **(T-2)**

Chapter 4

GLOBAL FORCE MANAGEMENT (THEATER SECURITY COOPERATION (TSCP) ANNEX)

4.1. AFSOC Global Force Management. AFSOC provides capabilities (forces) requested by the combatant commanders through the SECDEF directed Global Force Management (GFM) process. Through this process, GCCs request capabilities to fill both Operational Annex (ongoing/emerging contingencies) and Theater Security Cooperation Program (TSCP) Annex (Theater engagement and training) requirements from the force providers which is consolidated into a fiscal year GFM Allocation Plan (GFMAP). Within the GFMAP each event is given a Joint staff (JS) priority using the Force Allocation Decision Matrix (FADM). This JS assigned priority is used by the force providers when developing sourcing solutions. The GFM process, conducted using the Joint Capability Requirements Management database (JCRM), is controlled by the JS in coordination with the GCC's. Additional guidance and referred to documents of the GFM process can be found at the following SIPR link: <http://intelshare.intelink.sgov.gov/sites/jsj3/j33/JOD-GFM/default.aspx>.

4.2. Office of Primary Responsibility (OPR). HQ AFSOC/A3OJ is the MAJCOM OPR for the TSCP Annex. This annex includes episodic events such as JCETs and Section 333 events sourced from both CONUS and OCONUS forces (See [Chapter 5](#), TSCP Events for further description). The AFSOC Operations Center (OC) is OPR for the Operations Annex. This annex includes enduring contingency taskings (such as OEF) and is primarily sourced from CONUS forces. HQ AFSOC/A3OJ and AFSOC OC/A32 closely coordinate to present an AFSOC leadership approved, unified, force provider plan to USSOCOM and GCCs.

4.3. Global Force Management (GFM) Process. The GFM process begins with each Theater developing their Operational and TSCP engagement strategy to meet JS direction and GCC vision. This strategy is further refined into specific requirements and requests for capabilities (Requirements Phase). Once the specific requirements have been defined by the GCC and are prioritized by the JS, force providers determine their ability to source solutions to the requirements (Sourcing Phase). The proposed risk analyzed sourcing solution will be presented by the SOF force provider (USSOCOM) to the JS. The JS will review the proposed solution and will accept in full or modify the force provider's sourcing solution. The JS approved solution will be presented to SECDEF for final approval. The SECDEF approved sourcing solution will be released in the form of a Deployment Order (DEPOD) that lists both TSCP and Operational Annexes along with forces tasked to provide required capabilities.

4.3.1. Requirements Phase. Specific requests for capabilities will be entered into JCRM and include mission description, proposed nomenclature (asset), dates, locations, GFMAP priority, and nominated force provider (16 - 24 months prior to execution year). **Note:** These are unrestrained requests – the Theater enters as many as they desire. Sourcing of the requirements is not addressed by the force providers during this portion of the process.

4.3.1.1. HQ AFSOC/A3OJ will make specific recommendations to the TSOCs during development of the TSCP Annex to ensure that required force provider training is being conducted during execution of the events (ADCON Title X authority and associated programming responsibilities). HQ AFSOC/A3OJ does not change the Theater strategic

plan, but rather incorporates the required elements of training into the events where appropriate.

4.3.1.2. DRU/Wings/Groups will represent their subordinate units during this process. Since below DRU/wing/group level representatives do not attend the TSOC conferences, DRU/wings/groups should coordinate their units' training requirements with HQ AFSOC/A3OJ prior to the appropriate conferences. **(T-2)**

4.3.2. USSOCOM GFM Requirements Conference (16 months prior to execution FY) - Requirements will be reviewed by the TSOCs, USSOCOM, and components to ensure the actual requirements are understood. GFM priorities will be reviewed and theater priorities adjusted to match the most current list. (~18 months prior to execution year). This is not a sourcing conference. Force providers will provide input to ensure the TSOC requirements are fully understood.

4.3.2.1. HQ AFSOC/A3OJ (TSCP Annex) and AFSOC OC/A322 (Operations Annex) will review Theater requirements to ensure proper nomenclature, matching of capability to need, and inclusion of AFSOC forces' training (TSCP). AFSOC attendance at the Requirements Conference is limited to representatives from HQ AFSOC/A3OJ, AFSOC OC/A325, and others specifically invited by the HQ AFSOC/A3.

4.3.2.2. HQ AFSOC/A3OJ will distribute the TSCP Annex results of the Requirements Conference to the DRU/wings/groups. DRU/Wings/groups will in turn review the results and start development of their sourcing solution. **(T-2)**

4.3.3. Sourcing Phase. The sourcing phase begins at the conclusion of the Requirements Conference and concludes with a SECDEF DEPORD tasking specific force providers to source individual JCRM requirements.

4.3.3.1. Prior to the USSOCOM GFM Sourcing Conference, components will review the JCRM requirements and determine their capability to support. Non-support of the event requires a 'risk analysis' type of review and proposed alternative sourcing solution.

4.3.3.1.1. DRU/Wings/Groups will review the TSCP requirements and determine the feasibility of sourcing the individual requirements. A 'risk analysis' approach will be used to determine the ability to support the requirement and will be rank ordered according to JS assigned priority. Justification is required for requirements that cannot be sourced. This justification must include impact if sourcing of the requirement is directed by JS and possible mitigation recommendations. **(T-2)**

4.3.3.1.2. DRU/Wings/Groups will develop in initial budget requirement for all assigned TSCP requirements regardless of sourcing feasibility.

4.3.3.1.3. HQ AFSOC/A3OJ and AFSOC OC/A322 will brief consolidated GFM requirements to the AFSOC leadership and gain approval of proposed sourcing solution.

4.3.3.2. USSOCOM GFM Sourcing Conference (12 months prior to execution FY). Requirements will be reviewed by the USSOCOM staff, TSOCs, and components. HQ AFSOC/A3OJ and AFSOC OC/A322 will present justification for non-sourced events. This justification will be reviewed in detail with USSOCOM/J3 and the requesting GCC

with attention paid to developing alternative sourcing plans (i.e., ILO forces, non-sourcing other events, altering requirement) and impact of directed sourcing.

4.3.3.3. USSOCOM/J3 will present the sourcing solution to Joint Staff and provide justification for non-sourced events. JS can accept recommended sourcing or modify the solution to meet their defined GFM priorities. (~10 months prior to execution year).

4.3.3.4. JS will conduct final coordination and legal review before presentation to the SECDEF. Upon approval of the SECDEF, the GFM DEPORD is published. (~9 months prior to execution year).

4.4. Emerging Missions and Modifications. Modifications to the SECDEF GFM DEPORD are made throughout the year of execution to adjust for emerging events and availability of forces. The process follows an abbreviated version of the GFM process with JCRM being the system of record. Modification limits delegated to USSOCOM are listed in the current year DEPORD.

4.4.1. Emerging TSCP requests for a CONUS capability will be routed by the GCC through USSOCOM to HQ AFSOC/A3OJ to determine feasibility to support. TSOC requests for theater based AFSOC forces also route through HQ AFSOC/A3OJ for ADCON/funding purposes.

4.4.1.1. HQ AFSOC/A3OJ will review the request and forward through the AFSOC Operations Center to the appropriate DRU/Wing/Group for action.

4.4.1.2. DRU/Wings/Groups will review the request, conduct a feasibility assessment, and develop an estimated budget. The DRU/Wing/Group commander approved response will be forwarded to HQ AFSOC/A3OJ. (T-2)

4.4.1.3. HQ AFSOC/A3OJ will prepare a sourcing solution based on the assessment and brief the proposed sourcing to the HQ AFSOC/A3. The HQ AFSOC/A3 approved response and additional funds requirement, if any, will be transmitted to USSOCOM for action.

4.4.1.4. Sourced emerging requirements will be routed through JS for legal review and brief to SECDEF. SECDEF approved emerging events will be incorporated by Joint Staff into the next DEPORD modification.

4.4.1.5. Emerging TSCP events must meet Human Rights Vetting, JCET Approval Process and other program specific requirements.

4.4.2. Modifications to existing TSCP events (including date changes, budgets, and participants) are subject to limits specified in the annual SECDEF DEPORD. Location (country) cannot be modified. Change to country where event is to be executed requires an emerging mission (including SECDEF approval). The modification process will follow the same procedures as an emerging event with the exception that approval authority is delegated to USSOCOM. Requests for modification may take the form of message traffic or email. Modification to tasked missions will be submitted by USSOCOM to JS after execution. Component JCET Tracking Report to USSOCOM will reflect actual mission accomplishments.

Chapter 5

THEATER SECURITY COOPERATION PROGRAM (TSCP)

5.1. Definition. The Theater Security Cooperation Program (TSCP) is developed by the GCC command staff in conjunction with U.S. Embassy country teams and other associated U.S. government agencies. Assigned forces staff and affected component MAJCOM headquarters elements may be consulted on feasibility of plan elements, suitability/capability of forces to meet requirements, and suggestions/alternative solutions. Force Providers can provide tentative force capacity/availability, but final sourcing solution will be determined during the GFM process. The goal of this program is to create a theater wide environment that meets the Geographic Combatant Commander's strategic security vision. This goal is met through a series of coordinated events that target specific elements of the overall plan. While these events are authorized, funded, sourced, and executed under a wide variety of programs and laws, they are all key elements to enabling the GCC's security goals. Although tactical level objectives are important to ensuring success at the unit level, the strategic objectives are equally important to the success of the overall theater program. When using events identified as supporting Title 10 training, a careful balance must be maintained between accomplishing METL based training and meeting the TSCP strategic objectives.

5.2. Strategic objectives. While often obscured by the tactical level (METL training based) objectives, the strategic objectives can often be clearly defined as falling into one of the following categories:

5.2.1. Access. Gain or maintain access to HN facilities, land, airspace, or organizations.

5.2.2. Engagement. While similar to access, engagements are designed to develop deeper relationships with HN organizations, elements, or personnel.

5.2.3. Access and Engagement activities can be used for increasing U.S. influence and ability to operate within a region; reducing other entities regional influence and ability to operate; or gaining both effects simultaneously.

5.2.4. Capacity Building. Capacity building is designed to increase the depth of a HN's current abilities. It is not designed to add a new capability but to increase the number of HN forces with that capability. This would include increasing the efficiency of an existing program or aid in establishing a HN program to further develop an existing program.

5.2.5. Capability Building. Capability building is designed to give a HN a capability they currently do not have. This will most often fall underneath Security Assistance authorities and appropriations.

5.2.6. Interoperability. Interoperability can fall underneath Capacity Building but is often considered a peer-to-peer event between U.S. and HN forces that have similar capabilities. It is designed to increase the effectiveness of these forces when working together in a joint environment.

5.3. Theater Security Cooperation Program (TSCP) Events. The following are all elements of the TSCP. While many of these elements are executed globally with sourcing provided by the Joint SOF Force Provider (USSOCOM), some may be limited to Theater Based forces due to

funding authorities (i.e. Title 10 MFP 2 TCA funded events). These exceptions are noted where applicable.

5.3.1. Joint Chiefs of Staff Exercises (JCS EX). While a part of the traditional JEP, JCS EX provide a critical part to TSCP execution. JCS EX are directed by the JCS to enable Theaters to execute 10 USC § 153, *Chairman: functions*, & 10 USC §§ 164, *Commanders of combatant commands; assignment: powers and duties*, joint training for theater joint force headquarters and based/gained forces, in order to enhance joint and combined mission readiness and to support the Theater security strategies. Development, sourcing, and authorization of JCS EX follow Joint Training Information Management System (JTIMS) processes and business rules. They do not require Human Rights Vetting (HRV) of participating Partner Nation (PN) forces.

5.3.2. Joint Combined Exchange Training (JCET). The JCET program is managed and sourced by USSOCOM for overseas combined training events whose primary purpose is to train U.S. SOF on how to conduct Unconventional Warfare (UW) and Foreign Internal Defense (FID) tasks. While partner nations receive benefit from JCETs, U.S. SOF METL training remains the primary focus. JCETs are authorized under 10 USC § 322 and support the Theater Commander's strategy. JCETs are proposed by the Theater Special Operations Component (TSOC) (with U.S. Country Team input), validated by the GCC, sourced by USSOCOM, and approved for execution by the SECDEF. Funding (10 USC MFP-11) is provided by USSOCOM to the components for JCET execution. While TSOCs identify the TSCP priority of individual JCETs, the components control distribution and execution of the funds to the units. Development, sourcing, and authorization of JCETs follow Global Force Management (GFM) business rules and require Human Rights Vetting (HRV) of participating Partner Nation (PN) forces. See USSOCOM D350-3cc, *Joint Combined Exchange Training*, for further information.

5.3.3. 10 USC § 333. This FY 17 NDAA authority established a new single consolidated DoD authority for training and equipping partner nation security forces, including foreign police forces. This authority may support Counterterrorism (CT); Counter-weapons of mass destruction (CWMD); Counter-illicit drug trafficking (CIDT); Counter-transnational organized crime (CTOC); Maritime and border security; Military intelligence; and other operations and activities determined by the SECDEF to be in the national interest. SOF Section 333s are funded through the Theater Section 333 programs under theater specific project codes. Section 333 funds flow from the Theater, to USSOCOM, and then to the executing component. Section 333 events are proposed by the Theater Special Operations Component (TSOC), validated by the Geographic Combatant Commander (GCC), sourced by USSOCOM, and approved for execution by the SECDEF. Development, sourcing, and authorization of Section 333s follow Global Force Management (GFM) business rules and require Human Rights Vetting (HRV) of participating Partner Nation (PN) forces.

5.3.3.1. The Section 333 program also has equipping authorities that must be requested through the US Country team, Theater Section 333 program office, and approved through SecDef channels with Congressional notification by Deputy Assistant Secretary of Defense for Security Cooperation (DASD(SC)).

5.3.3.2. The Section 333 equipping authorities request requires a long lead time and traditionally will be submitted a minimum of one fiscal year prior to the time the equipment is required.

5.3.4. Bilateral (BILAT) or Multilateral (MULTILAT) Exercise/Exchange. BILATs and MULTILATs are TSOC, Theater, USSOCOM, or SOF Component exercises or exchanges that focus on interoperability and partnership development. These engagements are Title 10 Operations & Maintenance (O&M) funded and normally the level of command directing the event incurs the cost. BILATs and MULTILATs with PN participants will be coordinated through HQ AFSOC/A3OJ (CONUS forces) and Theater SOCs (Theater based forces). PNs are responsible for funding their own transportation and BOS. They are also responsible for any additional costs incurred by the hosting unit as a result of their participation in CONUS events (i.e., additional range or target fees above what was normal cost to U.S. forces). These additional costs can be ameliorated through existing Acquisition and Cross-Servicing Agreement (ACSA) agreements. HRV of participating Partner Nation (PN) forces is not required but Foreign Visitor Requests (CONUS events) must be routed through the proper organizations.

5.3.4.1. Exercises: BILAT and MULTILAT Exercises are allowed to conduct training that supports interoperability, safety, and maintenance of PN habitual relationships. The AFSOC Emerald Warrior Spiral series is one example of this type of training.

5.3.4.2. Exchanges: BILAT and MULTILAT Exchanges are primarily focused on Tactics, Techniques, and Procedures (TTP) sharing. Release of specific TTPs requires USSOCOM approval. The USSOCOM Small Unit Exchange (SUE) program is an example of an exchange.

5.3.5. Deployment for Training (DFT). DFTs are Title 10 O&M funded deployments that are designed to maintain unit readiness for tactical or technical proficiency. Theater based units coordinate the use of facilities and training areas within their assigned AOR. CONUS units will coordinate the use of facilities and training areas through HQ AFSOC/A3OJ and the applicable TSOC. CONUS units must follow the GFM process and secure the appropriate funding authorities before deploying OCONUS. The TSOCs track and report DFTs within their AOR. Theater based forces will report to the GCC while CONUS forces will be reported to the GCC and AFSOC Operations Center.

5.3.6. Mobile Training Teams (MTT). MTT is a common term used to describe training teams that deploy to teach a course or subject with an approved training plan, outline, and objectives. The training is designed to provide a new tactical or technical capability to the training audiences. The training audience can consist of U.S. forces, foreign forces, or a combination of both. The funding and authorities for an MTT dictates what can be taught and who may attend the training. Depending on the funding source, HRV for foreign forces may or may not be required.

5.3.7. SOF Partnership Development Program (PDP). PDP is usually a subset of the Theater's program to build partner capacity. These programs (such as EUCOM's BPC program) focus on developing SOF interoperability with partner nations (PN) who are willing to contribute SOF in support of coalition operations. SOF PDP is funded through Title 10 MFP-2, Traditional Commanders Activities (TCA) and Developing Countries Combined Exercise Program (DCCEP). TCA funding pays for the U.S. Theater Based SOF forces involved in the PDP while DCCEP funding covers PN incremental costs in developing nations. Authority to conduct PDP is granted under theater commander authorities, but Global Force Management

(GFM) business rules are followed to show utilization of theater Based forces. PDP requires Human Rights Vetting (HRV) of participating Partner Nation (PN) forces.

5.3.8. SOF Military Education Team (MET). METs are authorized and funded under numerous programs including PDP **Paragraph 5.3.7**, M2M **Paragraph 5.3.11**, and the Counter Terrorism Fellowship Program (CTFP). METs provide PN military officers and interagency official's education and training to enhance regional cooperation. METs can assist with PN incremental costs, course curriculum development, program management and the incremental costs of U.S. military and civilian participation that directly contributes to the education and training of the foreign participants. The sourcing of U.S. personnel supporting the MET will follow Global Force Management (GFM) business rules. Human Rights Vetting (HRV) of participating Partner Nation (PN) forces is not normally required.

5.3.9. Staff Visit (SV). SVs are Theater PDP or O&M funded engagements that provide operational and tactical staff Subject Matter Experts (SME) to assist in the development of PN Operational and Tactical SOF Headquarters for both in-garrison and deployed tasked organization and functional requirements. SVs are normally sourced from Theater based forces. Human Rights Vetting (HRV) of participating Partner Nation (PN) forces is not normally required.

5.3.10. Key Leader Engagements (KLE). KLEs closely resemble SVs in that they are Theater PDP or O&M funded engagements. However, KLEs target PN Senior Government Officials, Chiefs of Defense (CHOD), Ministries of Defense (MOD), and PN Senior Military Leadership. The purpose is to provide a venue to establish or maintain dialog with U.S. SOF leadership in order to address current issues, maintain positive relations, and develop mutually beneficial future engagements. KLEs are developed and authorized at the senior theater staff level and do not require HRV.

5.3.11. Military to Military Exchange (M2M). 10 USC § 311, *Exchange of defense personnel between United States and friendly foreign countries: authority*, provides the authority to conduct non-reciprocal exchanges and authorizes exchanges with non-defense security ministries as well as regional and international security organizations. SecState concurrence is required for exchanges with non-defense organizations. M2M is a theater managed (J5 staff) program that deploys U.S. military teams to PNs to acquaint them with various aspects of western militaries and coalition operations. These U.S. teams, commonly called Traveling Contact Teams (TCT), are comprised of U.S. military or DoD civilian subject matter experts (SME) that present briefings or discussions in their area of expertise with the PN audience. PN can also send their personnel on Familiarization Visits to U.S. installations or exercises to observe U.S. forces in action. M2M programs can also sponsor an Exchange Program where U.S. and PN Officers are assigned to other elements for temporary duty in order to develop interoperability. HRV is not required for M2M events.

5.3.12. Security Assistance Train & Equip (T&E). T&E is a Department of State (DOS) managed program funded by 22 USC § 32, *Foreign Assistance*, as part of the Security Assistance program. T&E engagements are planned, coordinated, and executed by direct coordination with the Office of Defense Cooperation and the PN Ministry of Security Cooperation (or equivalent) through the Theater. DOS provides the funds and guidance for DoD execution. GFM should be used for sourcing U.S. forces and HRV of PN forces is required.

5.4. Other Theater Security Cooperation Program (TSCP) Planning Considerations.

5.4.1. Security Assistance Training vs. Interoperability Training. Also known as “Big-T” vs. “Little-t” training. These are defined in USC fiscal law series and delineate the difference between training PN forces and training with PN forces.

5.4.1.1. Security Assistance (“Big-T”) training is delineated within Department of State (DOS) Title 22 or DoD Title 10 authorizations and appropriations concerning development of PN forces. “Big-T” training can provide PN forces with new capabilities.

5.4.1.2. Interoperability (“Little-t”) training is delineated within DoD Title 10 authorities that focus on training US forces in general and developing/enhancing the existing capabilities that are common between the US and PN forces. “Little-T” training cannot provide the PN with a new capability.

5.4.2. Developing Countries Combined Exercise Program (DCCEP). DCCEP is authorized by 10 USC §321, *Training with friendly foreign countries: payment of training and exercise expenses*, to defray expenses for developing countries participating in U.S. exercises. Access to this program is controlled by the U.S. Embassy Country Team and the Theater.

5.4.2.1. DCCEP funds can pay for reasonable goods and services used as a result of a developing PN military’s exercise participation. These goods and services may include ammunition, rations, fuel, and transportation, but does not include any U.S. costs or personnel pay and allowances for participating PN forces.

5.4.2.2. A PN must meet one of following three criteria to determine if they qualify for DCCEP.

5.4.2.2.1. Be on the World Bank Developing Countries list.

5.4.2.2.2. Listed on the International Monetary Fund (IMF) World Economic Outlook as a developing country.

5.4.2.2.3. Identified by the United Nations (UN) on the Human Development Report as a developing country.

5.4.3. Traditional Commanders Activities (TCA). TCA is the authority for Geographic Combatant Commanders to use Title 10 USC O&M funds to democratic orientation of foreign defense establishments and military forces. This includes activities that promote interoperability and familiarization but cannot introduce new capabilities. Use of TCA funds is restricted to Theater based forces.

5.4.4. Human Rights Vetting (HRV). HRV is required when training, equipment, or other assistance is provided to foreign forces as specified by DoD Appropriations Act of 2014, Section 8057. The Act prohibits the use of DoD appropriations for any training, equipment, or other assistance for the members of a unit of a foreign security force if the Secretary of Defense has credible information that the unit has committed a gross violation of human rights.

5.4.4.1. The standard HRV process is completed through the DOS INVEST database and requires 45 days for completion. If the INVEST database is unavailable, U.S. Country Teams must complete a manual investigation and pass the results through Diplomatic Notes through the DOS to the DoD. This process can take up to six months for completion.

5.4.4.2. Select countries are approved and listed by the DOS as HRV Fast Track Countries. These countries only require local vetting completed by the U.S. Country Team. The HRV Fast Track process can be completed in as little as two weeks.

5.4.4.3. When required, HRVs are included in the Joint Staff TSCP authorization package developed by USSOCOM. Theaters are responsible ensuring HRVs are complete and provided to USSOCOM in the time specified in USSOCOM D350-3 and the published GFM business rules. This is typically no later than 45 days prior to beginning of the event.

Chapter 6

LOGISTICS SUPPORT

6.1. Concept of Support and Assumptions. Facilities and Host Base support at many deployment locations will be extremely limited. Deploying AFSOC units, due to the peculiarities of their aircraft, will make every attempt to be self-sustaining. Logistics support will be primarily from deployed assets. Participating units will supply equipment and personnel to meet the requirements for the tasking. The implementation of this instruction assumes personnel, supplies and equipment are available for deployments. Availability of adequate airlift/ground transportation for the deployment and re-deployment is also assumed.

6.2. Resource availability. This plan is based upon the resources and forces available within the current USAF War and Mobilization Plan (WMP).

6.3. Logistics Feasibility. There will be some logistics constraints that may preclude successful deployment of forces. All logistics requirements which cannot be resolved (LIMFACS/ shortfalls) by the wing or tasked units will be identified in a statement of requirements during the planning phase. This statement of requirements will outline logistics support needed for execution and will be submitted to HQ AFSOC/A4RX/A3OJ. (T-2)

6.4. Integrated Deployment System (IDS).

6.4.1. Preparation for Exercises includes tailoring, task organizing, and echeloning forces and materiel for deployment as well as documenting the sequence of deployment and movement requirements on the appropriate TPFDD. IDS is the Air Force system for accomplishing these tasks and is mandatory for all deployments.

6.4.2. Use of Air Force automated systems that comprise the IDS to deploy AFSOC forces is mandatory. The IDS is the automated family of systems used for wing-level deployments and contingency operations. IDS include the following: Logistics Module (LOGMOD), Deliberate and Crisis Action Planning and Execution Segments (DCAPES), Cargo Movement Operations System (CMOS) and Integrated Computerized Deployment System (ICODES). Failure to use integrated systems correctly reduces in-transit visibility and the Joint Forces Commander's capability to see force closure. **Note:** CONUS AMC strategic aerial ports and OCONUS enroute as defined in the Defense Transportation Regulation (DTR) may use Global Air Transportation Execution System (GATES) instead of CMOS to meet in-transit visibility requirements. IDS passenger manifests are not required for commercially ticketed passengers.

6.4.3. Global Combat Support System (GCSS).

6.4.3.1. GCSS provides universal secure access to information and interoperability of that information across combat support and C2 functions. GCSS provides a secure, intranet environment allowing DoD users to access shared data and applications that results in near real-time command and control of the logistics pipeline.

6.4.3.2. Joint Operation Planning and Execution System (JOPES). JOPES is the DoD-directed single, integrated joint command and control system for conventional operation planning and execution (to include theater-level nuclear and chemical plans). JOPES is both a process and a collection of automated systems used to develop OPLAN TPFDDs that drive deployment taskings. The OPLAN details the mission to be accomplished and

the TPFDD contains force record data, including UTCs that represent unit capabilities and are the primary source for movement planning. The TPFDD also identifies where they are going, how they get there, cargo dimensions, number of personnel, and non-organic personnel movement required. Units must maintain and report UTC information as accurately as possible to ensure proper forces are identified and adequate lift is planned for and provided. Reference JP 3-35, *Joint Deployment and Redeployment Operations*; AFI 10-401, *Operations Planning and Execution*; AFD 10-4, *Operations Planning: Air Expeditionary Force and Global Force Management*; and the CJCSM 3122-series publications for additional information on the use of JOPES to support deployment operations. In accordance with a Time-Phased Force Deployment Data Letter of Instruction, requests for cargo movement requiring strategic lift will be submitted NLT 30 days prior to available to load date (ALD). The only exception will be for emergent requirements which occur inside the 30-day window.

6.4.3.3. Deliberate and Crisis Action Planning and Execution Segments (DCAPES).

6.4.3.3.1. DCAPES is the standard Air Force Automated Data Processing (ADP) system designed to communicate OPLAN requirements and resource monitoring capability to minimize unnecessary movement of personnel and equipment into a theater of operations during execution. The objective of DCAPES is to provide improved and streamlined operations planning and execution processes. This includes associated policy and procedures, along with organizational and technology improvements. DCAPES provides standard data files, formats, application programs, and management procedures that are Air Force unique and joint guidance compliant. DCAPES is at the heart of the Air Force's War Planning and Execution System (WPES) and provides a service feed to JOPES.

6.4.3.3.2. DCAPES and the War Planning Execution System (WPES) support all phases of planning and execution at the HQ USAF, MAJCOM, NAF, and Wing/Squadron level. It is the sole capability to present, plan, source, mobilize, deploy, account for, sustain, redeploy, and reconstitute forces satisfying GCC's requirements.

6.4.3.3.3. DCAPES transactions that support JOPES procedures are the mechanisms for submitting movement requirements to USTRANSCOM.

6.4.3.3.4. DCAPES supports accurate and timely sourcing which includes validation and verification. This allows sourcing and tailoring of lower levels of detail beyond the JOPES level of detail. DCAPES is detailed in AFI 10-401, Chapter 4.

6.4.3.4. Logistics Module (LOGMOD).

6.4.3.4.1. LOGMOD is an unclassified logistics-planning program that receives and maintains the cargo and personnel details for UTCs and taskings. It maintains detailed cargo records as well as personnel records (levy file positions and the personnel to fill them) and provides a command-and-control capability through the Schedule of Events (SOE) module. LOGMOD will be used as the primary AF Deployment system, reference AFI 10-403, *Deployment Planning and Execution*.

6.4.3.4.2. In Transit Visibility. ITV provides visibility of deploying cargo and personnel from home station, or origin, to destination. Supported/Supporting commanders use ITV to track the flow of capabilities and critical assets (e.g.,

munitions) from origin into an area of operations (AO). Transportation closure, as indicated by ITV, is critical as a gauge to predict when capabilities are in place to commence operations. However, force closure cannot be ascertained through ITV alone. Only the deployed commander can declare force closure and operational capability (i.e., the force is ready to commence operations).

6.4.3.5. Single Mobility System (SMS). The Single Mobility System (SMS) is a web-based computer system that provides visibility of air, sea, and land transportation assets and provides aggregated reporting of cargo and passenger movements.

6.5. Responsibilities.

6.5.1. HQ AFSOC/A4:

6.5.1.1. Monitor all aspects of logistics support relating to AFSOC units, to include unit movement requirements and base operating support (BOS). Reference JP 4-0, *Doctrine for Logistic Support of Joint Operations*, AFSOC must rely heavily on the host theater components to provide required BOS- both during exercises and contingencies- key of which includes: billeting, messing, ground transportation, non-SOF unique resupply, material handling, fuel, and medical services.

6.5.1.2. Ensure tasking equipment shortfalls are filled.

6.5.1.3. Identify to HQ AFSOC/A3OJ Logistics POC any logistics problems that cannot be resolved by HQ AFSOC/A4 staff.

6.5.1.4. Attend exercise planning conferences as outlined in [Paragraph 6.6](#).

6.5.1.5. Monitor/coordinate base support through the appropriate theater Air Force component as required.

6.5.1.6. Ensure HQ AFSOC/A4 POCs are established for exercises in which AFSOC units are participating.

6.5.1.7. Augment site survey teams as required.

6.5.1.8. Coordinate with HQ AFSOC/A3OJ to ensure the initial AFSOC Time Phased Force Deployment Data (TPFDD) is loaded in the Joint Operation Planning and Execution System (JOPES) in the Global Command and Control (GCCS). Import cargo detail files into DCAPES as required.

6.5.2. Deploying AFSOC units will:

6.5.2.1. Attend exercise planning conferences for exercises in which AFSOC units are participating. At a minimum, a unit representative, wing plans representative, and the Installation Deployment Officer (IDO)/Log Plans representative from the LRS/LGRDX or equivalent should attend all conferences. (T-2)

6.5.2.2. When required, perform a site survey of exercise locations and submit a trip report to HQ AFSOC/A3OJ/A4RX NLT 10 working days after return.

6.5.2.3. Site surveys should include coordination with explosives (weapons) safety managers to ensure personnel and resource risk identification/assessment mitigation.

6.5.2.4. Ensure deployment/re-deployment procedures for personnel and equipment are conducted IAW AFI 10-403, Wing Installation Deployment Plan, and this plan. **(T-2)**

6.5.2.5. Ensure proper logistics support is provided to support exercise requirements.

6.5.2.6. Identify to the LRS/LGRDX (IDO) or equivalent any equipment shortfalls that cannot be satisfied by unit or home station assets. LRS/LGRDX (IDO) or equivalent will elevate equipment shortfalls that cannot be resolved at wing level to HQ AFSOC/A4RX. Personnel shortfalls must be identified to HQ AFSOC/A3OJ. **(T-2)**

6.5.2.7. Upon completion of the exercise and when COMSEC/OPSEC allows, submit an After-Action Report IAW AFI 10-204, *Air Force Service Exercise Program and Support to Joint and National Exercise Program*. **(T-2)**

6.5.2.8. Refine exercise TPFDD in JOPES and notify HQ AFSOC/A3OJ, with info copy to HQ AFSOC/A4RX, when the changes increase/decrease movement requirements. **(T-2)**

6.5.2.9. The LRS/LGRDX (IDO) or equivalent will be the overall logistics point of contact for each exercise. This POC will work with the HQ AFSOC/A3OJ POC. **(T-2)**

6.5.2.10. Coordinate host base support through the appropriate channels and provide HQ AFSOC/A3OJ with information copies of all correspondence outlining the support.

6.6. Planning Conferences.

6.6.1. Initial Planning Conferences (IPC).

6.6.1.1. HQ AFSOC/A3OJ/A4RX representative will attend when required.

6.6.1.2. Deploying units will send at least one logistics plans representative from the LRS/LGRDX or equivalent and one base support representative.

6.6.2. Mid-Planning Conference (MPC).

6.6.2.1. HQ AFSOC/A3OJ/A4RX representative will attend when required.

6.6.2.2. Deploying units will send at least one logistics plans representative from the LRS/LGRDX or equivalent and one base support representative.

6.6.2.3. Deploying units will provide the following information to HQ AFSOC/A3OJ after the mid-planning conference:

6.6.2.3.1. Airlift requirements.

6.6.2.3.2. Strawman load plans.

6.6.2.3.3. Identify Base support and logistics requirements, via Statement of Requirements.

6.6.2.3.4. TPFDD Worksheet (See [Attachment 8](#).)

6.6.3. Final Planning Conference (FPC).

6.6.3.1. HQ AFSOC/A3OJ/A4RX representative will attend when required.

6.6.3.2. Deploying units will send at least one logistics plans representative from the LRS/LGRDX or equivalent and one base support representative.

6.6.4. Deploying units will submit the names of conference attendees to HQ AFSOC/A3OJ, with info copy to HQ AFSOC/A4RX.

6.6.5. Trip reports detailing logistics and base support issues will be submitted after each conference by each unit sending a logistics or support representative. These trip reports may be consolidated with the wing/group trip report. Distribution will be made to HQ AFSOC/A3OJ/ A4RX NLT 10 working days after the conference. **(T-2)**

6.7. Validating Requirements.

6.7.1. The validation process begins once the force provider has verified the sourcing. During execution, movement data within a TPFDD must be validated in order to schedule appropriate strategic transportation or book channel missions. "Validate" in this context is defined in Joint Publications as: "Execution procedure used by combatant command components, supporting CCDRs, and providing organizations to confirm to the supported commander that all the information records in a TPFDD are not only error-free, but also accurately reflect the current status, attributes (lower-level personnel and cargo data), and availability of units and requirements."

6.7.1.1. Deployment Control Center/Installation Deployment Readiness Cell (DCC/IDRC) Responsibilities. As the focal point for all deployment operations, the DCC/IDRC must ensure the installation meets all deployment command and control requirements. The DCC/IDRC is the installation focal point for identifying, verifying, and distributing tasking information before and during execution. The IDO is responsible for reviewing and monitoring all applicable classified newsgroup messages that pertain to the installation's taskings. HQ AFSOC/A3OJ will identify which newsgroups AFSOC wings/units are responsible for reviewing and monitoring. The IDO and/or their logistics plans staff will review and monitor DCAPIES PIDs and notify HQ AFSOC/A3OJ, with info copy to HQ AFSOC/A4RX, of any tasking shortfalls.

6.7.1.2. The DCC/IDRC is responsible for coordinating all transportation actions required to deploy passengers and equipment/cargo IAW the wing/host installation's IDP.

6.7.2. Logistics Planners in the LRS/LGRDX, Readiness Flight, and IDRC are required to have write permissions to DCAPIES to support the IDO's verification responsibilities. If DCAPIES is not available, wing/installation IDOs will work with MAJCOM FAMs for requirements. **(T-2)**

6.7.3. Mobilization and Transportation. Movement requirements for deployment/redeployment will be based on the JOPES TPFDD. TPFDDs will be built IAW Theater Letter of Instruction (LOI), whenever there is a confliction between Theater and USSOCOM LOIs, theater LOIs will be utilized unless directed by HQ USSOCOM. LOIs are located on the SIPR at: [HTTP://sofrelonline.socom.smil.mil/sites/j3/j33/jj/tpfdd%20LOIs/forms/webfldr.aspx](http://sofrelonline.socom.smil.mil/sites/j3/j33/jj/tpfdd%20LOIs/forms/webfldr.aspx)

6.8. Exercise Deployment Requirements Manning Document (DRMD) Development. Will be in accordance with the following timeline. Failure to follow the below timeline may severely impact budget requirements and result in late execution of deployment.

6.8.1. Exercise planners will establish and validate exercise requirements NLT 120 days before RDD. Component-sponsored exercise requirements should either be manually updated

in DCAPES by the supporting Manpower POC or provided to JOPES/DCAPES exercise support for processing. Joint exercise requirements should be provided to JOPES/DCAPES exercise support for processing. Provide all line remarks at the same time the DRMD flows. Planners will use Air Force standard line remarks for all exercises. Unique requirements not included in the standard remarks will be placed in the reporting instructions.

6.8.1.1. Coordinate with supported FAMs to address detail required, to fully define requirements (AFSC, suitable substitutions, Line Remarks, job/position description, position POC and exercise POC).

6.8.1.2. Planners, in coordination with supported and supporting manpower offices, will use standard UTCs where possible and tailor as necessary. All non-standard UTCs will be functional (i.e., 4FZ99, HFZ99, etc.) and contain AFSC and grade requirements.

6.8.2. NLT 90 days before RDD, JOPES/DCAPES exercise support will release requirements to FAMs for sourcing of requirements supported by the component or AD/ARC.

6.8.2.1. For exercises sponsored by USEUCOM or USINDOPACOM, or their subordinate commands, 352 SOW and 353 SOW will submit requirements for AFSOC personnel to SOCPAC/J1 or SOCEUR/J1 for validation. However, 352 SOW or 353 SOW will first coordinate augmentation requirements with HQ AFSOC/A3OJ NLT 90 days prior to deployment. **(T-2)**

6.8.2.2. 1 SOW/24 SOW/27 SOW/492 SOW/193 SOW/919 SOW/137 SOW will submit personnel requirements to HQ AFSOC/A3OJ for validation NLT 70 days prior to deployment. This provides the time needed for HQ AFSOC to be in compliance with USSOCOM TPFDD LOI. The requirements listing must clearly identify the location, UTC, and inclusive dates of TDY. The requirements will be submitted in the form of a standard UTC with tailoring indicated by additions and deletions to the standard UTC. (See [Attachment 8](#).)

6.8.3. NLT 60 days prior to RDD, Service components will validate all sourced requirements to their combatant commander.

6.8.4. In the event levies cannot be filled from within tasked organization resources, shortages will be identified to HQ AFSOC/A3OJ/A1RR NLT 45 days before exercise start date.

6.8.5. NLT 30 days prior to RDD, JOPES/DCAPES exercise support will verify all tasked requirements filled and shortfall to the lead exercise planner. All new requirements with a RDD of 30 days or less will not be accepted unless certified critical to the exercise and approved by mission commander. This does not apply to deletions to the DRMD.

6.8.6. HQ AFSOC/A3OJ will provide appropriate exercise reporting instructions to HQ AFSOC/A1RR. HQ AFSOC/A1RR will review validated plans data and forward personnel taskings and reporting instructions to appropriate servicing Force Support Squadron (FSS) Installation Personnel Readiness office (IPR).

6.8.7. When the exercise sponsor establishes requirements for liaison and control group personnel, these requirements are usually submitted directly to the theater Air Force component personnel office (HQ ACC, HQ PACAF, or HQ USAFE) to be included in the augmentation DRMD. To avoid duplication and short-notice surprise taskings, HQ AFSOC

planners who attend planning conferences should attempt to determine the augmentation requirements of the sponsor and pass this information on to HQ AFSOC/A3OJ and A1RR.

6.8.8. Airlift support for exercise forces. Units requiring airlift support will submit airlift request through JOPES or JCS exercise airlift request format IAW Defense Transportation Regulation 4500.9-R, Part II, *Cargo Movement*, and AFI 24-602V1, *Passenger Movement*. Information copies of all requests will be forwarded to HQ AFSOC/A3OJ, A4RX, if applicable.

6.8.9. Mobilization and Transportation. Movement requirements for deployment/redeployment will be based on the JOPES TPFDD IAW AFI 10-401.

6.9. Manpower Requirements Sourcing. AFSOC units will include sourcing on all requirements submitted to HQ AFSOC. HQ AFSOC/A3OJ coordinates sourcing with subordinate units to the maximum extent possible before submitting requirements to HQ AFSOC/A1RR. Sourcing must be identified before levy requirements can flow, because the sourcing identifies which IPR will receive the levy. Sourcing must also be specific. For example, identifying 1st Special Operations Wing (1 SOW) as the source is unacceptable if the 1 SOW intends to relay the tasking to the 9th Special Operations Squadron (9 SOS). The personnel tasking process is complete when the servicing IPR receives the levy requirements and the unit identifies members to fill each requirement. The losing IPR then publishes TDY orders for each tasked member.

6.9.1. Personnel Selection Criteria.

6.9.1.1. Individuals selected for deployment will possess the qualifications of the requirement. They must be capable of performing their duties with minimum supervision.

6.9.1.2. Commanders will ensure that personnel selected for deployment are mature individuals who will create a favorable impression of HQ AFSOC, USSOCOM, and the US Air Force in the area to which they are being deployed.

6.9.1.3. Tasked Commanders may substitute grade or skill levels (one grade up or down for officers and two skill levels down or one up for enlisted) as long as deploying personnel can meet all functional requirements of the tasked UTC capability.

6.9.1.4. Wings will ensure participation in the combat exercise will have minimum impact on home station mission accomplishments or ensure prior arrangements for coverage of mission commitments.

6.9.2. Deployment Orders. Use of JOPES is directed for all passenger and cargo movement in support of JCS exercises and TSCP events. Subordinate organizations participating in an exercise or TSCP event will deploy using Contingency, Exercise, and Deployment (CED) orders for exercise/event deployment, execution, and redeployment. The Personnel Readiness Function (PRF) within the Military Personnel Flight (MPF) generates CED orders based on guidance received from the exercise OPR, Theater component, and/or HQ AFSOC/A3OJ. Use of regular squadron level Temporary Duty orders to participate in an exercise or TSCP event is not authorized.

6.10. Cargo Movement.

6.10.1. All units deploying cargo in support of AFSOC exercise will adhere to DTR 4500.9-R, applicable Air Force Instructions, and this directive. All cargo must be entered into JOPES and will be validated for movement per TPFDD LOIs. Each deploying unit will ensure cargo is ready to load IAW the ALD/RLD. HQ AFSOC/A3OJ will coordinate with the deploying wings logistics plans office to ensure ALD/RLD is sufficient to meet movement requirements.

6.10.2. As outlined in DAFI 24-602V2, *Cargo Movement*, The Installation Transportation Officer is the installation's single manager for cargo movement. Units participating in exercises where dedicated lift is not available, Unit Deployment Manager's in conjunction with the wing logistics plans office will coordinate all movement with the base TMO Cargo Representative.

K. JASON DANIELS, Col, USAF
Director of Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

10 USC §153, *Chairman: functions*

10 USC §§164, *Commanders of combatant commands: assignment; powers and duties*

10 USC § 311, *Exchange of defense personnel between United States and friendly foreign countries: authority*

10 USC §321, *Training with friendly foreign countries: payment of training and exercise expenses*

10 USC § 322, *Special operations forces: training with friendly foreign forces*

10 USC § 333, *Foreign security forces: authority to build capacity*

10 USC § 381, *Consolidated budget*

10 USC § 382, *Execution and administration of programs and activities*

22 USC § 32, *Foreign Assistance*

AFI 10-204, *Air Force Service Exercise Program and Support to Joint and National Exercise Program*, 6 September 2023

AFI 10-401, *Operations Planning and Execution*, 19 July 2024

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AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

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CJCSI 3500.01J, *Joint Training Policy for the Armed Forces of the United States*, 13 January 2020

CJCSM 3122.02F, *Joint Operation Planning and Execution System (JOPES), Vol. III — Time Phased Force and Deployment Development and Deployment Execution*, 7 May 2021

CJCSM 3500.03E, *Joint Training Manual for the Armed Forces of the United States*, 20 April 2015

CJCSM 3511.01A, *Joint Training Resources for the Armed Forces of the United States*, 30 August 2019

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DAFI 90-302, *The Inspection System of the Department of the Air Force*, 15 March 2023

DAFPD 10-2, *Readiness*, 20 May 2021

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JP 1, V2, *The Joint Force*, 19 June 2020

JP 3-35, *Joint Deployment and Redeployment Operations*, 31 March 2022

JP 4-0, *Joint Logistics*, 20 July 2023

USSOCOM Directive 11-3, *Special Operations Lessons Learned Program*, 23 October of 2023

USSOCOM D350-3, *Joint Combined Exchange Training*, 13 December 2016

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AAR—After-Action Report

ACC—Air Combat Command

ACSA—Acquisition and Cross-Servicing Agreement

ADP—Automated Data Processing

AF—Air Force

AFI—Air Force Instruction

AFRC—Air Force Reserve Command

AFSOC—Air Force Special Operations Command

AMC—Air Mobility Command

ANG—Air National Guard

AOC—Air & Space Operations Center

APOD—Aerial Port of Debarkation

APOE—Aerial Port of Embarkation

BILAT—Bilateral Exercise/Exchange

C2—Command and Control

CAF—Combat Air Forces

CAOC—Combined Air and Space Operations Center

CAT—Crisis Action Team

CBRN—Chemical, Biological, Radiological, and Nuclear

CCDR—Combatant Commander
CE2—Combatant Commander’s Exercise Engagement
CCW—Command and Control Wing
CFACC—Combined Forces Air Component Commander
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
CNAF—Component Numbered Air Force
COCOM—Combatant Command
CMOS—Cargo Movement Operations System
CONUS—Continental United States
CPX—Command Post Exercise
CRC—Control and Reporting Center
CTP—Commercial Ticket Program
DCC/IDRC—Deployment Control Center/Installation Deployment Readiness Cell
DFT—Deployment for Training
DPA—Designated Planning Authority
DoD—Department of Defense
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DRMD—Deployment Requirements Manning Document
DRU—Direct Reporting Unit
DSCA—Defense Security Cooperation Agency
DTR—Defense Transportation Regulation
ECG—Exercise Control Group
EIAP—Environmental Impact Analysis Process
ENDEX—End of Exercise
EPT—Exercise Planning Team
ESP—Emergency and Special Program (code)
EXPLAN—Exercise Plan
FADM—Force Allocation Decision Matrix
FAM—Functional Area Manager

FMS—Foreign Military Sales
FOA—Field Operating Agency
FP—Force Protection
FTX—Field Training Exercise
FY—Fiscal Year
FYDP—Future Years Defense Program
GATES—Global Air Transportation Execution System
GCC—Geographic Combatant Commander
GCIC—Global Cyberspace Integration Center
GFM—Global Force Management
GFMAP—GFM Allocation Plan
HN—Host Nation
HRV—Human Rights Vetting
HQ—Headquarters
IMF—International Monetary Fund
IPR—Installation Personnel Readiness
IT—Inland Transportation
JEAD—Joint Exercise and Analysis Division, Joint Staff (J-7)
JELC—Joint Exercise Life Cycle
JEP—Joint Exercises Program
JFSOCC—Joint Forces Special Operations Component Commander
JLLIS—Joint Lessons Learned Information System
JMETs—Joint Mission Essential Tasks
JOPEs—Joint Operation Planning and Execution System
JS—Joint Staff
JSOAC—Joint Special Operations Air Component
JSOACC—Joint Special Operations Air Component Commander
JTIMS—Joint Training Information Management System
JTMS—Joint Training Master Schedule
KLE—Key Leader Engagements
LG—Logistics
LL—Lessons Learned

L-MAJCOM—Lead Major Command
M&S—Modeling and Simulation
M2M—Military to Military Exchange
MAJCOM—Major Command
MAR—Monthly Activity Report
MET—Military Education Team
METL—Mission Essential Task List
MILDEC—Military Deception
MOA—Memorandum of Agreement
MSC—Military Sealift Command
MSEL—Master Scenario Event List
MTT—Mobile Training Team
MULTILAT—Multilateral Exercise/Exchange
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
OPCON—Operational Control
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
PDP—Partnership Development Program
PE—Program Element
PEM—Program Element Manager

PH—Port Handling
PN—Partner Nation
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
SIF—Service Incremental Funds
SIPRNET—Secret Internet Protocol Router Network
SA—Security Assistance
SDDC—Surface Deployment and Distribution Command
SETEWG—SOF Education, Training, and Exercise Working Group
SME—Subject Matter Expert
SMEE—Subject Matter Expert Exchange
SOF—Special Operations Forces
SOLE—Special Operations Liaison Element
SPOD—Seaport of Debarkation
SPOE—Seaport of Embarkation
STARTEX—Start of Exercise
SV—Staff Visit
TACON—Tactical Control
T&E—Train & Equip
TSCP—Theater Security Cooperation Program
TPFDD—Time-Phased Force Deployment Data
UN—United Nations
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
USTRANSCOM—United States Transportation Command

UW—Unconventional Warfare

Office Symbols

HQ AFSOC/A1RR—Readiness

HQ AFSOC/A2S—Special Security Office

HQ AFSOC/A3O—Operations Division

HQ AFSOC/A3OJ—Exercises and Joint Training Branch

HQ AFSOC/A9L—Lessons Learned Office

HQ AFSOC/FM—Financial Management and Comptroller

HQ AFSOC OC/A32—Force Allocation Division

HQ AFSOC OC/A322—Global Force Management

Attachment 2

TRAINING REQUIREMENTS FOR EXERCISE PLANNERS

A2.1. Responsibilities. AFSOC Wings/Groups/DRUs are responsible for developing and maintaining exercise planner training programs. All established programs should provide the most comprehensive education available and should be tailored for organization specific objectives. The following knowledge areas are minimum training requirements for any exercise planner program. Train each planner to become familiar with:

- A2.1.1. Policies and procedures in AFI 10-204 and AFSOCI 10-204.
- A2.1.2. Responsibilities of a DPA.
- A2.1.3. GFM process.
- A2.1.4. Pre- and post- planning conference requirements including recap reports.
- A2.1.5. Planning conference execution.

A2.2. Exercise budgeting process to include:

- A2.2.1. CE2 Funding Programs.
- A2.2.2. JEP and TSCP funding sources.
- A2.2.3. Budget development and requirements

A2.3. Exercise Pre-execution activities to include:

- A2.3.1. Logistics requirements include TPFDD development, DRMD process, and IPR operations.
- A2.3.2. Deployment orders generation process (including reporting instructions).
- A2.3.3. Exercise execution activities to include: JECG/White Cell operations.

A2.4. Exercise Post-Execution activities to include:

- A2.4.1. After-Action Reporting process.
- A2.4.2. Lessons learned process.

A2.5. Exercise Process Points of contacts.

A2.6. Exercise Planner Certified Training Programs:

- A2.6.1. Contingency Wartime Planners Course.
- A2.6.2. Joint Air Operations Planning Course.

A2.7. Planning systems including JOPES, JTIMS, JTT, JCRM, APACS, DTS.

Attachment 3

EXERCISE PLANNING CONSIDERATIONS

A3.1. Purpose. This Annex is a general guideline of items exercise planners must consider when planning exercise participation. These are considered to be the minimum actions necessary and should be augmented/expanded by the DRU/Wing/Group planning agencies.

A3.1.1. Review exercise folders, AARs, and lessons learned from past exercises. Review all open action items from AARs.

A3.1.2. Attend Concept Development Conference (CDC), if appropriate. Below MAJCOM attendance is not normally required for JCS exercises; however, HQ AFSOC/A3OJ or the DPA should attend. Upon announcement of CDC dates, contact HQ AFSOC/A3OJ to coordinate attendance. See [Attachment 5](#) for conference attendance guidelines.

A3.1.3. Attendees will issue CDC recap report NLT 15 days following CDC. See [Attachment 4](#) for post-conference recap report format.

A3.1.4. Contact exercise sponsor POCs to begin the process of establishing AFSOC requirements.

A3.1.5. Develop initial HQ/Wing/Group/Unit objectives for the exercise. AFSOC objectives should link to the exercise audience's training objectives.

A3.1.6. Attend planning conferences. Upon announcement of conference dates, contact HQ AFSOC/A3OJ to coordinate attendance.

A3.1.7. Issue Conference Recap Reports, with consolidated unit input, NLT 15 days following conference.

A3.1.8. Coordinate deployment manning and equipment requirements with HQ AFSOC/A3OJ for the exercise DRMD and funding.

A3.1.9. Consolidate subordinate unit exercise AAR and forward final report to HQ AFSOC/A3OJ within 25 days of ENDEX.

Attachment 4**POST CONFERENCE RECAP REPORT****A4.1. Purpose. Defines requirements for a PCRR.**

A4.2. Responsibilities. For each planning conference for AFSOC exercises/events, HQ AFSOC/A3OJ or the DPA will release a consolidated PCRR based on inputs from all AFSOC representatives that attended the conference. Wing/group representatives must provide their input to the PCRR input within 15 days of the end the conference.

A4.3. PCRRs will contain at a minimum:

A4.3.1. A general exercise description/CONOP that identifies exercise sponsor, training audience, training objectives, scenario, and, if applicable, OPLAN being exercised.

A4.3.2. Deployment, execution, and redeployment dates and locations.

A4.3.3. The organizations requiring AFSOC participation.

A4.3.4. The AFSOC missions and capabilities required, including the specific UTC, if applicable.

A4.3.5. Key dates throughout the planning cycle including: TPFDD freeze date, future planning conferences (including specialized or out-of-cycle conferences), statement of requirements due date, communications request due date, etc.

A4.3.6. Updated budget estimates, funding issues, and funding agreements.

A4.3.7. Updated objectives as they develop throughout the planning process.

A4.3.8. Validated objectives.

Attachment 5

BUDGET PLANNING GUIDELINES

A5.1. AFSOC Exercise Budget Planning Guidelines. The following AFSOC Exercise Budget Planning Guidelines are designed to reduce costs while maintaining readiness training. These guidelines will be used in the development of budget estimates and in the execution of the planning process. Conference attendee numbers should be considered the ‘maximum allowed’ and not ‘minimum required’. DRUs/Wings/Groups may reduce participation at conferences based on exercise requirements.

A5.2. Planning Conferences. The number of conferences is limited to the amount indicated.

A5.2.1. TSCP Events (except JCET)—2 conferences (reduced to 1 when revisiting location within same year). JCETs are limited to a single conference.

A5.2.1.1. IPC. Attendees—1 Ops Planner (DRUs/Wing/Group), 1 Log planner.

A5.2.1.2. PDSS/FPC. Attendees—1 Ops Planner (DRUs/Wing/Group), 1 Log planner, 1 Squadron Planner per Weapon System (/DRUs/Wing/Group Ops Planner can fill this position).

A5.2.2. JCS Planning Conferences—3 conferences (reduced to 2 at direction of HQ AFSOC/A3OJ).

A5.2.2.1. IPC. Attendees- 1 Ops Planner (DRUs/Wing/Group), 1 Log planner.

A5.2.2.2. MPC/PDSS. Attendees—1 Ops Planner (DRUs/Wing/Group), 1 Log planner, 1 Squadron Planner per Weapon System (DRUs/Wing/Group Ops Planner can fill this position).

A5.2.2.3. FPC. Attendees: 1 Ops Planner (DRUs/Wing/Group), 1 Log planner, 1 Squadron Planner per Weapon System (DRUs/Wing/Group Ops Planner can fill this position).

A5.3. Advance party personnel (ADVON). Advance party personnel (ADVON) are limited to the following.

A5.3.1. No more than 5 days in advance.

A5.3.2. ADVON composition: Ops Planner (DRUs/Wing/Group), 1 Log planner, 1 Squadron Planner per Weapon System (DRUs/Wing/Group Ops Planner can fill this position), 1 Contracting (as required)

A5.4. Lodging. Billeting for deploying personnel is subject to the following restrictions.

A5.4.1. Use of on base billeting (including mass billeting) is directed when available.

A5.4.2. Single rooms (commercial lodging) are authorized for:

A5.4.2.1. Mission Commander.

A5.4.2.2. O-4 and above, E-7 and above (as budget allows).

A5.4.2.3. Special requirements (i.e., flight surgeon) as budget allows.

A5.4.3. Double rooms should be used for all others.

A5.5. The following Transportation guidelines are to be used for deploying forces.

A5.5.1. Mass transportation utilized to the maximum extent possible (i.e., busses).

A5.5.2. Rental vehicles- 4 pax per auto, 5 per SUV, 6 per minivan, 8-10 per large van.

A5.5.3. Commercial air travel arranged through CTO.

A5.5.3.1. Commercial travel for deployment arranged by base deployment process (i.e., IPR)

A5.5.4. Mil-air for deployment will be as directed by TPFDD.

A5.5.5. Miscellaneous contract expenses to be approved by DRUs/Wing/Group resource manager.

A5.6. TSOC and GFM conferences attendance.

A5.6.1. These are strategic planning events. Attendance is limited to HQ AFSOC and Theater Assigned Group Staff representatives (for TSOC conferences).

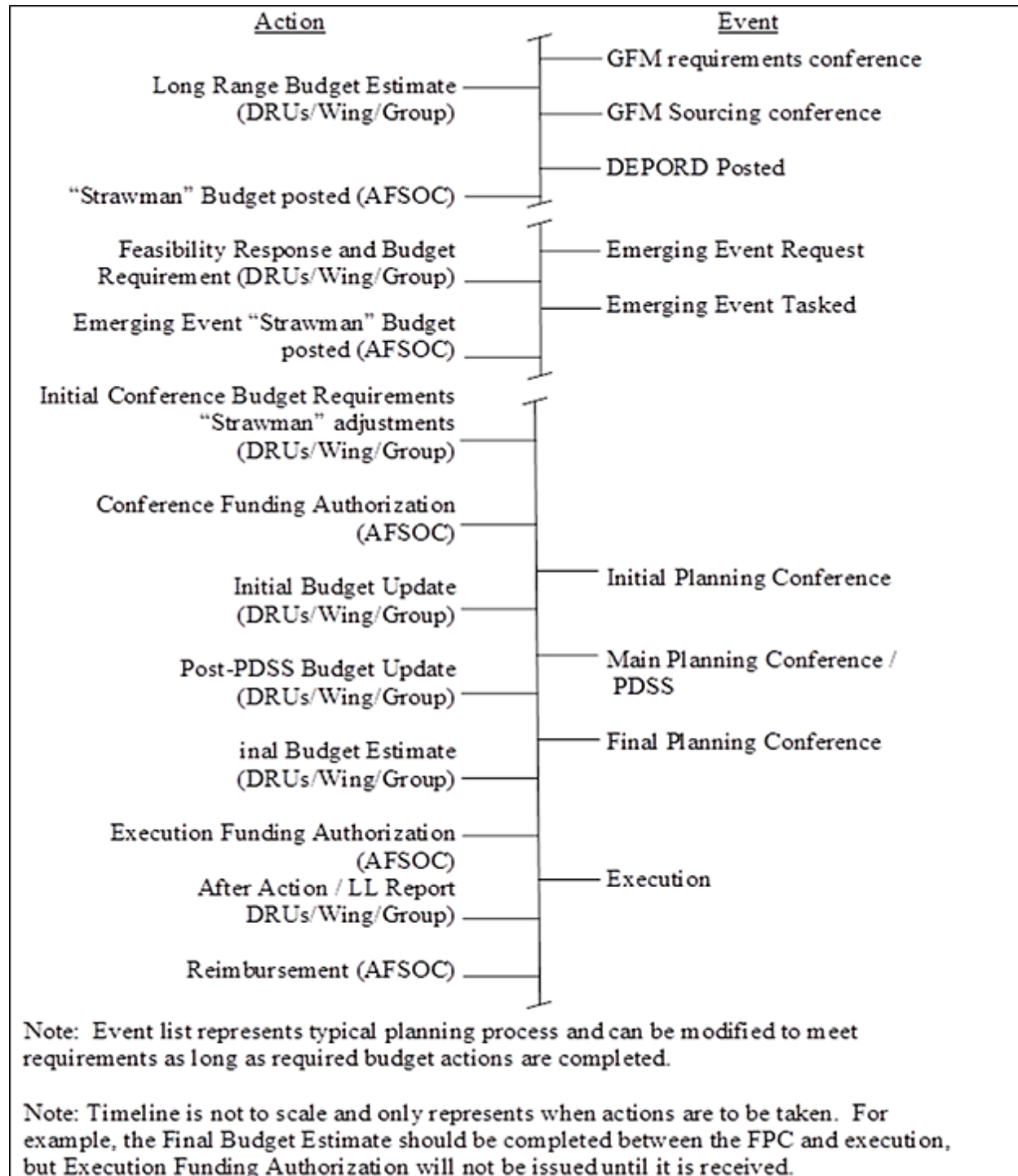
A5.6.2. CONUS based DRUs/Wing/Group Staff attendance will be coordinated with HQ AFSOC/A3OJ to determine applicability, number, and type of representatives required.

A5.6.3. No attendees below DRUs/Wing/Group Staff unless specifically tasked by HQ AFSOC OPR (AFSOC/A3OJ).

Attachment 6

BUDGET PROCESS TIMELINE

Figure A6.1. Budget Process Timeline.



Attachment 7

BUDGET ESTIMATE WORKSHEET (EXAMPLE)

Figure A7.1. Budget Estimate Worksheet (Example).

<i>SUPERSEDES PREVIOUS ESTIMATES</i>				<i>CURRENT AS OF</i>	
Exercise:		ESP Code:		OPR	
Participating Units:		Personnel		Planner Notes and Assumptions	
TOTAL:		0			
Planning Conferences:		Vehicles	Personnel	Unit Cost	Days Travel Cost Sub Total
IPC	\$0	0		\$0	\$0
Per Diem		0	\$0	0	\$0
Lodging		0	\$0	0	\$0
MPC	\$0	0		\$0	\$0
Per Diem			\$0	0	\$0
Lodging		0	\$0	0	\$0
PDSS	\$0	0		\$0	\$0
Per Diem		0	\$0	0	\$0
Lodging		0	\$0	0	\$0
FPC	\$0	0		\$0	\$0
Per Diem		0	\$0	0	\$0
Lodging		0	\$0	0	\$0
Total Planning Subtotal:					\$0
EXERCISE COST		Personnel	Unit Cost	Days Travel Cost	Sub Total
ADVON		0		\$0	\$0
Per Diem		0	\$0	0	\$0
Lodging		0	\$0	0	\$0
Main Body		0			\$0
Per Diem		0	\$0	0	\$0
Lodging		0	\$0	0	\$0
Vehicles		0	\$0	0	\$0
Misc. (Itemize)					\$0
Misc. (Itemize)					\$0
Exercise Execution Subtotal:					
EOS/Other Funded					
Item	Number	Unit Cost	Days Travel Cost	Sub Total	
Per Diem (meals & incidentals)	0	\$0	0	\$0	
Lodging	0	\$0	0	\$0	
Vehicles	0	\$0	0	\$0	
Misc. (Itemize)	0	0		\$0	
Subtotal:					
TOTAL EVENT COST					\$0

Figure A8.1. TPFDD Worksheet.

[illegible]

Attachment 9

SMALL UNIT EXCHANGE PROGRAM (SUE)

A9.1. The Small Unit Exchange (SUE). The SUE is OSD mandated, USSOCOM directed, and Component executed. The intent of the SUE Program is to improve and enrich the existing relationship between USSOCOM and Partner Nations (PN) to establish lines of communication in the area of counterterrorism within the policy guidelines, limitations, and scope of agreements between the respective governments.

A9.1.1. USSOCOM/J3 is the proponent for the SUE Program, and the single point for all coordination with the PN. HQ AFSOC/A3OJ is responsible for coordinating and executing their respective portions of the exchange program.

A9.1.2. Two reciprocal exchanges will be planned per unit, per year. Additionally, two planning/scheduling conferences will take place each year.

A9.1.3. Similar type units should train with personnel of similar qualifications and unit goals whenever possible.

A9.1.4. Participating units will submit an After Action Report (AAR) NLT 30 days after completion of the SUE event. AAR's will be published to attain maximum benefit of training investment and ensure difficulties encountered are resolved.

A9.2. OPCON and Reporting.

A9.2.1. Per USSOCOM SUE EXORD, CDR USSOCOM retains OPCON of USSOCOM component personnel for the duration of the exchange.

A9.2.2. In order to ensure USSOCOM, USCENTCOM, and SOCCENT reporting requirements are met, AFSOC SUE managers will ensure coordinating documents and reporting requirements are met per reference [A9.4.2](#).

A9.2.3. Participating AFSOC units will submit a CONOP slide to HQ AFSOC/A3OJ seven days prior to execution. The SOCOM SUE Coordinator should forward the CONOP slide to SOCCENT.

A9.2.4. Deployed units will contact the SOCOM SUE Coordinator upon entry and departure into the theater.

A9.2.4.1. During the conduct of daily activities, deployed units will contact the SOCOM SUE Coordinator at the Embassy and give a current status report. The SUE Coordinator will contact the US Embassy, USSOCOM and SOCCENT in the event of an emergency or mishap.

A9.2.4.2. Deployed unit should conduct an out-brief with the Defense Attaché Office personnel and develop an observations/lessons learned slide. This slide will be submitted to AFSOC and SOCOM SUE Coordinator prior to departure after completion of the event.

A9.3. Foreign Disclosure Guidance.

A9.3.1. All Classified Military Information (CMI) requires Foreign Disclosure Officer (FDO) approval prior to release to foreign representatives. Information disclosed during visit of foreign nationals (to include representatives of a foreign interest) to USSOCOM and AFSOC

will be strictly limited to information that has been authorized IAW National Disclosure Policy (NDP-1) and relevant exceptions to NDP.

A9.3.2. AFSOC and units participating in the SUE program will ensure the exchange topics are reviewed and approved by the FDO to ensure the exchange is in complete compliance with current DoD policies/directives. Appropriate Delegation of Disclosure Authority Letters (DDLs) will be drafted and submitted to USSOCOM FDO for approval.

A9.3.3. USSOCOM J33-IP or AFSOC FDO will provide FD guidance for every foreign visit/SUE event. FD planning shall be incorporated into all USSOCOM and AFSOC SUE initiatives.

A9.4. References.

A9.4.1. Commander, United States Special Operations Command Memorandum of Agreement, 20 July 2015

A9.4.2. Memorandum of Agreement on the Exchange between the United States Joint Chief of Staff and PN, 12 Dec 1986

A9.4.3. Agreement between Department of Defense of the United States and PN concerning Counter-Terrorism, 14 Jun 1994

A9.4.4. Agreement between the United States and PN on the status of U.S. Personnel, 22 Jan 1991.

A9.4.5. Secretary of Defense PN Guidance, 3 November 2018

A9.5. Classification of the SUE Program. Due to classification of the SUE Program, contact HQ AFSOC/A3OJ for additional information. Security Classification Guide, 3 August 2021

Attachment 10

EMERALD WARRIOR SPIRAL PROGRAM

A10.1. EMERALD WARRIOR (EW) Spiral Program. The EMERALD WARRIOR (EW) Spiral program is a Joint Exercise Program (JEP), USSOCOM directed, and AFSOC executed program. These spiral events are a series of small-scale interoperability exercises between AFSOC forces and partner nation SOF. The purpose of the spirals is to prepare partner nation joint terminal attack controllers (JTACs) and AFSOC aircrews to work together in real-world operational deployments. The spirals should focus on close air support/call-for-fire (CAS/CFF), escort, and troops-in-contact (TIC), but may also include infil/exfil, resupply, in some cases PF Ground Commander certification, etc., depending upon the availability of assets and any additional objectives of the participating units.

A10.1.1. HQ AFSOC/A3 is the proponent for the EW Spirals, and the single point for all coordination with the PN. HQ AFSOC/A3OJ is responsible for coordinating and executing their respective portions of the spirals program.

A10.1.2. Up to 12 spirals may be planned per year, with the responsibility for the detailed planning of the events usually split between 1 and 27 Special Operations Wings (SOW).

A10.2. Foreign Visit Request (FVR).

A10.2.1. All participating partner nation units will submit their Foreign Visit Request data through their respective embassies in Washington to Secretary of the Air Force for International Affairs (SAF/IA). This data should be submitted not later than 30 days prior to the start of the event.

A10.2.2. HQ AFSOC/A3OJ will coordinate with the partner nation embassies to facilitate compliance with appropriate procedures and timelines associated with the Foreign Visit Request process.

A10.3. Foreign Disclosure Guidance.

A10.3.1. All exercise events require Foreign Disclosure Officer (FDO) approval prior to release of information to foreign representatives. Information disclosed during visit of foreign nationals (to include representatives of a foreign interest) to USSOCOM and AFSOC will be strictly limited to information that has been authorized IAW National Disclosure Policy (NDP-1), and relevant exceptions to NDP.

A10.3.2. AFSOC and units participating in the EW Spirals program will ensure the event topics are reviewed and approved by the FDO to ensure the exercise is in complete compliance with current DO policies/directives.

A10.3.3. 1 SOW EW Spiral primary planners will ensure that coordination with the Eglin AFB FDO is completed for events conducted on the Eglin Range Complex.

A10.3.4. AFSOC FDO will provide FD guidance for every foreign visit/EW Spiral event.

A10.3.5. Reference: Director, Training, Doctrine, and Capability Development, United States Special Operations Command Memorandum of 05 Apr 2012.

Attachment 11

FOREIGN VISIT COORDINATION PROCESS

A11.1. Foreign Visit Coordination Process. The following coordination process is provided as a guide for AFSOC units hosting foreign visitors to any AFSOC CONUS installation/organization:

A11.2. The Foreign Disclosure Officer (FDO). The FDO is the OPR for coordination of approval for visits by foreign forces to CONUS installations and organizations. The AFSOC FDO (AFSOC/A2S Special Security Office) should be contacted early in the planning process and coordinated with throughout the planning and visit.

A11.3. Foreign Visit Request (FVR). Foreign Visitors will submit a FVR to their embassy for coordination through either SAF/IA or SOCOM NLT 30 days prior to requested visit. **Note:** AFSOC hosting units must comply with timeline directed in [Paragraph A11.5.3](#).

A11.4. Receipt of FVR. Upon receipt of FVR, the AFSOC FDO will coordinate with the DRU/Wing/Group that is hosting the visit and provide guidance for the compilation of required visit information.

A11.5. The DRU/Wing/Group will:

A11.5.1. Appoint a DRU/Wing/Group POC to act as OPR for the visit. The POC will have coordination authority to provide required visit data.

A11.5.2. Validate visit requirements and provide the necessary information to AFSOC FDO for approval.

A11.5.3. Coordinate with the unit leadership and the appropriate HQ AFSOC staff directorates for approval of any classified information to be disclosed during the visit. Information should be provided to the AFSOC FDO for review NLT 45 days from proposed visit. Disclosure of FOUO information will be approved by the information owner.

A11.5.4. Coordinate with the range FDO NLT 30 days prior to bringing any foreign visitors on their range. This coordination is required even if the hosting unit has the range scheduled for unit training.

A11.5.5. Provide a final itinerary of events for review to AFSOC FDO NLT 10 days from expected visit.

A11.5.6. Review the base Installation Security Plan to ensure that all security requirements are satisfied. The hosting unit is responsible for ensuring that foreign visitors are only granted access to information and equipment approved by AFSOC FDO

A11.5.7. Coordinate with the base Pass & ID for Foreign Visitor badges (after visit approval is granted through the AFSOC FDO). The badges will be issued and collected daily and returned to Pass & ID NLT the next duty after the visit is complete. Foreign visitors will wear their uniform (as appropriate) during duty hours.

A11.5.8. Notify AFSOC FDO immediately of any security issues involving foreign visitors.

A11.6. Training of Foreign SOF. Visits Involving Training of Foreign SOF must be approved by SOCOM and will require Invitational Travel Orders (ITOs). In addition, coordination through the Defense Security Cooperation Agency (DSCA) and other agencies may be required.

Coordination of these visits may take up to 6 months to complete and must be started as soon as possible.

A11.6.1. DRU/Wing/group POC must coordinate with the COCOM sponsor to ensure ITOs are received NLT 16 days from expected visit.

A11.6.2. All actions contained in Paragraphs **A11.5** to **A11.5.8** apply.