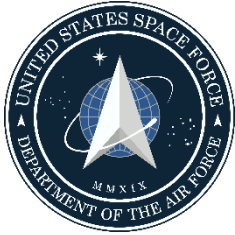


13 MARCH 2026



Operations

EXERCISE PROGRAM

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ACCESSIBILITY: This publication is available for downloading or ordering on the e-Publishing website at www.e-Publishing.af.mil

RELEASABILITY: There are no releasability restrictions on this publication

OPR: SF/S3TE

Certified by: SF/S3T
(Colonel Joseph C. Tobin)

Supersedes: SPFI10-204, 31 March 2023

Pages: 43

This publication implements Department of the Air Force Policy Directive (DAFPD) 10-2, *Readiness*. It provides guidance and procedures on the planning, management, participation, resourcing, execution, and assessment of the USSF exercise program. Furthermore, it provides guidance and procedures for participation in Joint Force (JF) and Combatant Command (CCMD) exercises, to include those under the Joint Training Exercise Evaluation Program (JTTEP). It establishes the Exercise Coordination Team Working Group (ECTWG) as the lead entity responsible for ensuring USSF Higher Headquarters guidance is carried out and translated into prioritized participation in service and CCMD exercises. It applies to individuals at all levels including civilian employees, uniformed members of the United States Space Force, and those with a contractual obligation to abide by the terms of Department of the Air Force (DAF) issuances, except where otherwise noted. This publication does not apply to the United States Air Force except for Air Force Reserve and Air National Guard units performing space operations and select career fields assigned or attached to Space Force units or directly supporting Space Force activities. If this publication conflicts with Department of War (DoW), the Chairman of the Joint Chiefs of Staff (CJCS) guidance and policy, or The Judge Advocate General's (TJAG) statutory authorities 10 USC. 806 or 10 USC. 9037 then those DoW and/or, CJCS and/or TJAG publications/authorities take precedence. This instruction requires the collection and/or maintenance of information protected by the Privacy Act of 1974 authorized by DODI 5400.11, *DoD Privacy and Civil Liberties Program*. The applicable System of Records Notices F036 AF PC C, *Military Personnel Records System*; F036 AF PC Q, *Personnel Data System (PDS)*; and DHRA 23 DoD, *Defense Civilian Human Resource Management System (DCHRMS)* are available at: <http://dpcl.d.defense.gov/Privacy/SORNS.aspx>. Ensure all records generated from or by

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SUMMARY OF CHANGES

This document has been revised and should be completely reviewed. Changes include the transfer of exercise oversight from SF/S7O to SF/S3T and added or clarified roles and responsibilities for HQSF Staff, all Field Commands (FLDCOM), Component Field Commands (C-FLDCOMS), FLDCOM/C-FLDCOM Exercise Officers of Primary Responsibility (OPR), and Force Generation Unit Commanders. Updates exercise system of record to Joint Training Tool (JTT), removing Joint Training Information Management System (JTIMS). Emphasized Combat Forces Command’s role as the Exercise Sourcing Authority. Detailed submission timelines for Service Exercise Plan (SEP) and exercise funding guidance. Made updates to terminology, office symbols, and titles in accordance with the current USSF organization.

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Chapter 1

PROGRAM OVERVIEW

1.1. Overview. The USSF Exercise Program is focused on ensuring Guardians and Airmen are trained and ready to execute mission requirements in line with combatant commander (CCDR) Unified Command Plan (UCP) missions. Exercises are military maneuvers, simulated wartime operations, or training events that involve planning, preparation, execution, and evaluation, which are carried out for the purpose of maintaining trained and ready forces. USSF exercises may be used as a tool to determine the readiness of space, cyber, command and control, and intelligence, surveillance, and reconnaissance forces' ability to execute presidentially ordered CCDR UCP missions.

1.1.1. Exercises are a means for commanders to evaluate the readiness of their units, assess the effectiveness of unit training, and are the primary means to allow personnel to practice fighting against a dynamic opposing force while performing mission tasks in a contested, degraded, and operationally limited environment intended to challenge exercise participants to the maximum extent possible.

1.1.2. Exercises are culminating events used to stress and challenge USSF forces to ensure they are ready to perform Mission Essential Tasks (METs) and supporting tasks at all levels of conflict. METs are specified or implied tasks USSF organizations must perform to accomplish their mission. Exercises provide a controlled environment for units to test these METs in operational conditions. Exercise planners leverage ranges, modeling and simulation, and representative environments to prepare Guardians and Airmen to engage a thinking adversary in a realistic threat environment.

1.1.3. Exercises are not the same as experiments or wargames. Experiments, overseen by Director of Force Modernization & Design (SF/S5SB), utilize scientific methodology, often facilitated by modeling & simulation to provide quantitative analysis into the feasibility of systems or concepts in development (e.g., developmental testing (DT)/operational testing (OT), prototypes, or concepts for repurposed capabilities) with the goal of providing decision makers with a quantitative basis for decisions. Wargames are a simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real-world situation and are not part of the USSF service exercise program nor are they tracked on the SEP. The USSF Wargames POC is Space Delta 10 at Patrick Space Force Base, Florida.

1.2. Joint Exercise Enterprise.

1.2.1. National, CJCS, and Joint Exercises. The National Exercise Program (NEP) is a top-down exercise framework under the leadership of the President of the United States (POTUS) and is the basis for coordination of federal exercises across all departments and agencies of the federal government. The DoW participates in the NEP through the Chairman's Exercise Program (CEP). The CEP is designed to improve the capability and readiness of United States

(US) forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The Joint Exercise Program (JEP) is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their theater campaign plan engagement activities.

1.2.2. USSF units participate in CEP and JEP exercises to hone and refine execution of mission-essential and supporting tasks, improve response capabilities, and enhance and evaluate readiness. The USSF goal is to optimize the benefits of participating in these exercises by focusing on the integration of core functions and improving USSF readiness to perform a CCDR's UCP mission.

1.2.3. USSF forces will support and participate in exercises in order to integrate across all domains and achieve a unity of effort when executing assigned mission requirements.

1.2.4. USSF forces may participate in sister-service exercises to meet CCMD or service core function readiness requirements when able and/or required to meet USSF readiness.

1.3. Service Exercise Enterprise.

1.3.1. The SF/S3/4/7 develops, prioritizes, and publishes policy, guidance, and direction in the form of an Exercise Guidance Memorandum (EGM) on behalf of the CSO (OPR: S3T). These service-level exercise events fulfill SecAF's responsibilities as defined in Title 10 United States Code (USC) § 9013(b)(5), *Training*.

1.3.2. Service exercises inform USSF readiness requirements for space, intelligence and cyberspace forces through exercise objectives, which test CSO focus areas and inform USSF doctrine, and tactics, techniques, and procedures (TTP) in CCMD UCP missions.

1.3.3. Service exercise objectives can range from strategic to tactical level depending on the mission focus areas required to achieve readiness for each individual exercise. Exercises should be nested to the maximum extent possible to ensure the most effective and efficient integration of missions and resources. See **Chapter 3, para 3.1** for more details.

1.4. Exercise Training Environments. The USSF conducts exercises using three training environments, referred to as live, virtual, and constructive (LVC). Live exercises are conducted with real people, procedures, and systems in the live domain. Virtual exercises require real people in a synthetic simulated environment, ideally coupled with modeling and simulation systems to enhance realism. Exercises conducted in a virtual training environment require extensive network setup and testing that may require considerable lead time. Constructive exercises utilize simulated people operating simulated systems, which involves use of non-doctrinal systems and/or presenting exercise injects via alternate verbal or written means, often referred to as "white carding."

1.4.1. The only Joint National Training Capability (JNTC) certified environment is the USSF Distributed Mission Operations Center-Space (DMOC-S) within the 392d Combat Training Squadron (CTS) under Delta 11 at Schriever Space Force Base. The DMOC-S is the central facility for an integrated virtual and global battlefield in which space forces fully integrate with other US and allied forces to train, exercise, and rehearse missions to support national defense. They provide virtual and constructive space system data and effects to a broad array of CCMD and service training programs.

1.4.2. 392d CTS is the central focal point for development, scheduling, and execution of all DMOC-S advanced training, exercises, and mission rehearsal activities.

1.5. Doctrine for Exercises. Doctrine is critical to unify the actions of the Armed Forces of the United States in all phases of conflict. The USSF as a part of the joint force adheres to approved doctrine at all levels to successfully defeat US adversaries.

1.5.1. Joint doctrine can be found at: <https://jdeis.js.mil>.

1.5.2. USSF doctrine is available on NIPR at: https://space-wiki.apps.dso.mil/wiki/Main_page/, on SIPR at: <https://space-wiki.mission-prod.odin.dso.mil>, and on JWICS at: <https://space-wiki.mission-prod.odin.dso.ic.gov>.

1.5.3. Air Land Sea Space Application Center (ALSSA) is a multi-service organization established by the service doctrine centers to develop tactical-level solutions to multi-service interoperability issues consistent with joint and service doctrine. Publications are available at <http://www.alssa.mil>.

1.6. Exercise Authorities. For the purposes of this instruction, USSF forces are either assigned/allocated to a CCMD or service-retained. For specifics on Global Force Management Allocation Plan (GFMAP) or SecWar Orders Book (SWOB), reference SPGM 10-401, *Space Force Operations Planning and Execution* for more information.

1.6.1. Command relationships and authorities will be established in exercise directives/orders.

1.6.2. Exercise Travel Orders. There are two main types of orders that exercise participants will use for travel: Temporary Duty (TDY) Orders and Contingency, Exercise, and Deployment (CED) Orders.

1.6.2.1. Temporary Duty (TDY) Orders. USSF forces participating in CONUS service exercises away from home station are on TDY status. TDY orders are official travel orders for military or government to be stationed away from their permanent duty station for a relatively short time period. They are issued for various reasons such as training, conferences, or supporting other units. When CED orders are not required, exercise participants may travel on TDY Orders.

1.6.2.2. Contingency, Exercise, and Deployment (CED) are required for the following reasons **(T-0)**:

1.6.2.2.1. CCMD or CJCS exercise participation, including CCDR-assigned or allocated forces participating in other CCDR, SecAF, or CCMD exercises. Reference **paragraph 3.3.9** for information regarding the Status of Forces Agreement (SOFA) for combined exercises.

1.6.2.2.2. OCONUS Service Exercises when traveling from CONUS.

1.6.2.2.3. Contingencies and CJCS exercises **(T-0)**.

1.6.2.2.4. Any time a TPFDD is generated and executed.

1.6.2.3. For late/emerging requirements or extenuating circumstances preventing CED order publications, DTS authorization or verbal orders from the commanding officer will suffice; however, CED orders must be generated after the fact.

1.6.2.4. Service exercises supporting a CCMD OPLAN and/or an operations order may require entry into JOPES/JPES for funding and validation by the supported CCMD and US Transportation Command. FLDCOMs will determine whether a specific SecAF or CCMD service component exercise is entered in JOPES/JPES for TPFDD generation and use.

1.6.3. Regardless of order type, Service-assigned members sent OCONUS to participate in a CCMD exercise are considered on TDY status, not deployment status. They do not qualify for protections under the SecWar's deployment-to-dwell policy. Reference AFI 65-103, DTM 21-005 and *Joint Travel Regulations*.

1.6.4. According to JP 1, Vol 2, CCDRs have combatant command authority (COCOM) over assigned forces and are directly responsible to the POTUS and SecWar for the performance of assigned missions and the preparedness of their commands. As directed in JP 1, Vol 2, CCDRs exercise COCOM over assigned forces to conduct CCMD exercises and training to achieve effective employment of the forces in accordance with established training policies for joint operations. Allocated and assigned forces should participate in USSF service exercises to maximum extent without jeopardizing CCMD readiness.

1.7. USSF Exercise Prioritization.

1.7.1. SF/S3/4/7 publishes an EGM on behalf of the CSO (OPR: SF/S3T). The EGM directs USSF Strategic-Level exercise priorities and exercise intent to help planners ensure the service dedicates resources effectively and efficiently to meet Higher Headquarters (HHQ) guidance and objectives.

1.7.2. SF/S3/4/7 prioritizes exercises in accordance with the NDAA, SecWar's National Defense Strategy (NDS), SecAF and CSO guidance. The EGM may also include specific CCMDs, multi-domain command and control initiatives, or other strategic focus areas.

1.7.3. FLDCOMs are the lead planners for service exercises. C-FLDCOMs are the lead planners for CCMD exercises.

1.7.4. Submit any unresolved prioritization conflicts to SF/S3T for resolution.

1.8. The Service Exercise Plan (SEP).

1.8.1. The USSF SEP is the primary document to capture exercise demand signals leveraged on USSF forces from CCMD, CJCS, JEP, NEP, and USSF exercises. The USSF SEP is authoritative and articulates a single source view for FLDCOM/C-FLDCOM intent of participating in or providing support to an exercise. In addition, the USSF SEP informs resourcing allocations and limitations when it comes to prioritizing USSF exercise support.

1.8.2. STARCOTM will provide the recommended USSF exercise plan to SF/S3T NLT 1 September each year. This recommendation will include information on the upcoming FY exercises plus 2 subsequent years and will be presented on the SF/S3TE provided template.

1.8.3. S3TE will review the plan and following any required coordination and changes, will coordinate it with SF/S3/4/7 for signature.

1.9. Exercise Management and Sourcing.

1.9.1. JTT is the enterprise-wide authoritative information management system to support exercise planning and execution. It supports coordination and efficient resource use in addition to exercise participation.

1.9.2. Requests for USSF forces and capabilities to support all exercises require a Joint Training Tool (JTT) Force Request (**T-0**). Resources are never guaranteed, but requests should be input into JTT no later than 10 months prior to execution to maximize sourcing support (**T-0**).

1.9.3. Requests submitted to JTT less than 10 months prior to exercise execution require additional coordination with CFC, the designated exercise sourcing authority. Shorter lead times may affect the service's ability to source and fulfill the request effectively.

1.9.4. Organizations and exercise planners conducting an event will reference the JTT submission timelines directed by Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.03E, *Joint Training Manual for the Armed Forces of the United States*, for standard and emergent force requests.

1.9.5. As noted in [paragraph 2.12.1.](#), CFC is the USSF Sourcing Authority. This authority allows CFC to direct FLDCOMs to look within their organization and provide available augmentation. All requests must be addressed with positive or negative responses.

1.9.6. AFPC mass messaging for exercise volunteers can be utilized by the requesting unit only after CFC, as the sourcing authority, has exhausted all nominal sourcing methods and approved the unit to use AFPC. See internal CFC sourcing guidance for more information.

1.9.7. Sourcing should be modeled after the Global Force Management (GFM) process outlined in CJCSM 3130.06D, *Global Force Management Allocation Policies and Procedures* and JP 3-35, *Deployment and Redeployment Operations* to the greatest extent possible. Use of these processes as a model does not infer actual authorities are being exercised. The purpose, rather, is to use established processes for accountability, transportation, and logistics.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Secretary of the Air Force (SecAF). Responsible for DAF training per 10 USC §9013(b)(5), *Training*. DODD 5100.01 defines USSF functions and directs the USSF to develop concepts, doctrine, and TTPs, and to organize, train, equip, and provide forces to perform specific functions. The USSF is responsible for monitoring and assessing operational readiness and capabilities of forces for assignment to CCMDs. Therefore, USSF commanders are responsible to the SecAF through the CSO for unit administration, training, and readiness.

2.2. Deputy Undersecretary of the Air Force for International Affairs (SAF/IA). Provides support by coordinating with international partners interested in USSF exercises, vetting, and inviting foreign participants, supporting disclosure-based concerns over foreign integration, coordinating with FLDCOM (MAJCOMs as needed) IA/Foreign Disclosure Office staffs, and providing SF/S3/4/7 a political-military assessment of integrating selected foreign personnel.

2.3. Deputy Chief of Space Operations for Strategy and Resourcing (SF/S5/8). Principal authority on the development of relevant strategies, guidance, and resources to achieve service objectives in security cooperation activities with allies and partners. Conducts detailed, robust, and regular Space Working Groups that encompass space policies, strategies, areas of investment, combined space operations, exercises, wargames, and co-development and/or interoperability opportunities.

2.3.1. Director of Global Partnerships (SF/S5SP)

2.3.1.1. Provides guidance and intent on Allies and Partner integration into the Service Exercise Program.

2.3.1.2. Identifies opportunities for integration into Allies and partners exercise events.

2.3.2. Director of Programing (SF/S8). Administer the development and assimilation of FYDP exercise POM requirements for presentation to Space Force Boards and Councils for inclusion in the President's budget.

2.4. Deputy Chief of Space Operations for Operations (SF/S3/4/7). Provides oversight and direction for USSF exercises and USSF forces participation in service, CCMD, and sister-service exercises on behalf of the CSO. SF/S3/4/7 oversees and accomplishes the following:

2.4.1. Approves use of service exercises to support USSF readiness requirements as required.

2.4.2. Issues the EGM to guide USSF exercise enterprise planning and execution. This guidance will include the priorities and SF S3/4/7's exercise intent; but may include themes such as specific CCMD AORs of interest, multi-domain command and control initiatives, or other USSF strategic focus areas.

2.4.3. On behalf of the CSO, approves the annual SEP. After initial approval, addition or cancellation of USSF exercises must be approved by SF/S3/4/7 once affected Deltas have fully coordinated recommended changes.

2.4.4. Represents the service in CCMD exercise meetings (e.g., Deputy's Management Action Group (DMAG). CJCS Tank, JTEEP Sync Board), unless delegated.

2.5. Director of Training and Exercises (SF/S3T). SF/S3T manages the USSF exercise process on behalf of the SF/S3/4/7. SF/S3T oversees and accomplishes the following:

2.5.1. Provides oversight, policy, and guidance over Space Force Operational Training, Service Exercises, Operational Test and Training Infrastructure (OTTI) programs and Partner Integration; ensuring the service equities are effectively represented across the Space Force Staff, other service staffs, the Joint Staff (JS) and allied partner nations.

2.5.2. Develops and coordinates the EGM for approval by SF/S3/4/7.

2.5.3. In collaboration with FLDCOMs, coordinates SEP development, routes for approval.

2.5.4. Interfaces with appropriate agencies for overall exercise planning and coordination. Identifies mission area exercise shortfalls to ensure exercises are meeting guidelines set forth in the SF/S3/4/7 EGM.

2.5.5. Coordinates USSF exercise requirements with the JS, Office of the Secretary of War (OSW), agencies/field activities, sister-services, and other United States Government (USG) and non-USG exercise partners, as necessary. Represents the service in CCMD exercise meetings, unless delegated.

2.5.6. Coordinates with FLDCOMs, Air Force Reserve Command (AFRC) and National Guard Bureau (NGB) to identify and gather planned AFR and NGB requirements for incorporation into the Air Reserve Component (ARC) Utilization Cycle in accordance with AFI 10-301, *Managing Operational Utilization Requirements of the Air Reserve Component Forces*.

2.5.7. Coordinates with SF/S5SP and SF/S3TP for foreign country participation in service exercises and USSF participation in foreign country exercises.

2.5.8. Monitors USSF participation in CEP/JEP/NEP exercises.

2.5.9. When necessary, coordinates the planning, execution, and evaluation of USSF service-retained forces participation in USSF service, sister-service, CJCS, and CCMD exercises which involve Space Staff support and participation.

2.5.10. Serves as the USSF interface with JS, Directorate of Joint Force Development (JS/J7) for Joint Exercise Transportation Program (JETP) requirements, unless delegated.

2.5.11. Oversees and administers the USSF JTEEP funds allocation to meet Service Incremental Funding (SIF) requirements in support of CCMD exercises.

2.5.12. Creates, shares, publishes and manages Master Event Calendar (MEC).

2.6. Director of Current Operations (SF/S33). Provides Subject Matter Experts (SMEs) for Headquarters-level exercise planning and participation in Strategic level exercise execution.

2.7. Director of Special Programs (SF/S39). Provides SMEs for compartmented integration and planning in service exercises.

2.8. Director of Force Generation (SF/S70). Provides SMEs on Global Force Management and Readiness Requirements for planning and execution of service exercises.

2.9. Space Training and Readiness Command (STARCOM).

2.9.1. Lead FLDCOM for exercise coordination and scheduling.

2.9.2. Hosts the in-person ECTWG and is responsible for any deliverables from the ECTWG as described in section 2.16.

2.9.3. Provides supplemental guidance, as needed, to clarify service exercise planning, controlling, executing, and evaluating functions and responsibilities.

2.9.4. Ensures service exercise activities are optimized to help command and subordinate units achieve and maintain their designed (core) mission and can fulfill OPLAN taskings.

2.9.5. Serves as the JNTC Corporate Board representative on behalf of the USSF and manages the distribution, obligation, and expenditure of JNTC funds.

2.9.6. Ensure exercises are named IAW [paragraph 3.2.5](#).

2.9.7. Coordinates and deconflicts range time and aggressor red forces for exercise support.

2.10. Combat Forces Command (CFC).

2.10.1. USSF exercise sourcing authority. The SF/S3/4/7 delegated authority to the CFC/CC to act on behalf of the service to source USSF exercise requirements. This enables CFC/CC to task other FLDCOMs and Headquarters USSF (HQ USSF) to provide exercise position nominations or to submit an official reclama.

2.10.2. Align with service Global Force Management processes whenever possible.

2.10.3. Develop and recommend USSF sourcing solutions to include capability substitution options and mobilization requirements associated with the recommended sourcing options.

2.10.4. Provides service sourcing solutions from all FLDCOMs, DRUs, and HQ Space Staff to fulfill service exercise requirements.

2.10.5. Direct training plan development and execution to prepare participants for exercises.

2.10.6. Ensure unit weapons systems/force element objectives are included in exercise scenarios as applicable through Exercise OPR.

2.11. Space Systems Command (SSC).

2.11.1. Identify and advocate for emergent capability inclusion within service exercises.

2.11.2. Ensure unit weapons systems/force element objectives are included in exercise scenarios as applicable.

2.12. Field Commands / Component Field Commands.

2.12.1. Appoint an exercise OPR to oversee and monitor participation in service and CCMD exercises.

2.12.2. Assign an OCR to receive, coordinate, and assign forces for exercise sourcing requests within their respective command.

2.12.3. Identifies planned Space Force Non-Sustained (part-time) Guardians, AFR and NGB requirements to SF/S3/4/7 for incorporation into the ARC Utilization Cycle in accordance with AFI 10-301. In addition, provides ARC man-day requirements in accordance with DAFI 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man- Day Program* as required.

- 2.12.4. Maintains exercise responsibility, programming, authority, and resource allocation over their respective service exercises, and those CCMD exercises for which they are the organization conducting the event.
- 2.12.5. Provide exercise planners for Joint Event Life Cycle (JELC)-related events when specified FLDCOM/C-FLDCOM SME is required and requested.
- 2.12.6. Conducts a safety review of the exercise plan.
- 2.12.7. Sign and publish After Action Reports (AARs) for exercises within 45 days of ENDEX. In addition, send a copy of published AARs to SF/S3T. See [paragraph 3.5.1](#) for guidance on AARs.
- 2.12.8. Assists SF/S3T with identifying mission area service exercise shortfalls and advocating for additional exercise opportunities or resources, as appropriate.
- 2.12.9. Participates in the ECTWG, ensures units meet requirements and standards in accordance with Higher Headquarter guidance and CCMD exercise plans, directives, and instructions (**T-2**).
- 2.12.10. Program, manage, and execute funds for exercises owned by units within their FLDCOM/C-FLDCOM.
- 2.12.11. Follow the JTEEP funding process outlined in CJCSM 3511.01 series, *Joint Training Resources for the Armed Forces of the United States*.
- 2.12.12. Coordinate with SSC, DAF Rapid Capabilities Office (RCO), and Space RCO to identify appropriate emergent capability participation support to service exercises (FLDCOM only).
- 2.12.13. Ensure DRRS-S reflects readiness assessment garnered from exercise participation (FLDCOM only).
- 2.12.14. Identify OTTI requirements needed to develop realistic, relevant, and rigorous live and synthetic exercise scenarios.
- 2.12.15. Create internal exercise assessment processes. Following exercise execution, FLDCOMs and C-FLDCOMs must provide assessments to SF/S3A, SF/S3T, STARCOM/S3CX, and CFC/S73.
- 2.12.16. Program, manage, and execute funds for both their service and CCMD exercises. (C-FLDCOM)
- 2.12.17. Manage the distribution obligation, and expenditure of space staff allocated SIF funds, including responding to monthly SIF expenditures as well as cash needs. (C-FLDCOM)
- 2.12.18. Facilitate planning and execution of exercises sponsored by their respective CCMD. (C-FLDCOM)
- 2.12.19. Provide service-specific AARs to SF/S3TE within 45 days following the end of a CCMD exercise. (C-FLDCOM)

2.12.20. Publish Unit Prep Messages (UPMs) informed by their CCDRs priorities and requirements, and potential adversarial threats. The UPM will provide relevant, actionable information regarding the current operational environment and important tactical, logistical, and administrative information to focus training and prioritize resources in preparation for deployment or employment of space capabilities. (C-FLDCOM)

2.12.21. Provide Joint Reception, Staging, Onward Movement, and Integration (JRSOI) instructions for upcoming exercise augmentees. (C-FLDCOM)

2.13. Exercise OPR.

2.13.1. Responsible for all exercise planning and execution tasks as described in **Chapter 3**. The Exercise OPR may delegate tasks as required.

2.13.2. Follow the JTS methodology to establish requirements as outlined in **Chapter 3**.

2.13.3. Enter all exercise requirements into JTT, manage overall JTT requests, requirements, and resourcing (including time-phased force and deployment data [TPFDD]) for their USSF units IAW CJCSI 3500.01J.

2.13.4. Represents FLDCOM/C-FLDCOM equities at JS/J7 JTT sourcing and user groups and coordinate with CFC to provide available sourcing solutions.

2.13.5. Ensure FLDCOM/C-FLDCOM exercise participants have JTT accounts and receive training prior to exercise execution.

2.13.6. Attend service and CCMD exercise planning conferences, as required, to ensure METs are included in exercise scenarios.

2.13.7. Identify exercise resource requirements for the entirety of the JELC and execution phases.

2.13.8. Identify and coordinate with the appropriate agencies to request resources and capabilities prior to the ECTWG (see **paragraph 2.16.**).

2.13.9. Ensure exercise operational environment meets all required objectives.

2.13.10. Coordinate with training managers to identify where exercise objectives meet advanced training requirements.

2.13.11. After OTTI requirements are identified, work with appropriate ranges or system owners to include in exercise.

2.13.12. Capitalize on opportunities to link training events, service and/or CCMD exercises to maximize accomplishment of readiness requirements.

2.13.13. Ensure CSO and CCMD assigned USSF organizations that participate in CEP/JEP/NEP exercises accomplish the following:

2.13.13.1. Fully support exercise planning, execution, and assessment. Include joint and multi-national partners as required to cover their exercise objectives and to ensure full integration with the exercise.

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

2.13.13.3. Ensure Measures for all USSF service-retained forces and associated Operations Plan (OPLANs) and joint METLs (JMETL) for CCDR assigned forces are specified in DRRS-S.

2.13.13.4. Coordinate with supporting FLDCOMs/C-FLDCOMs to ensure maximum force generation unit exercise training objectives and resource requirements are incorporated.

2.13.13.5. Coordinate and establish After Action Report (AAR) points of contact (POC) and provide completed AARs to SF/S3T, STARCOM S3CX, and CFC S733 (see [para 3.5.1.](#)).

2.14. Force Generation Unit Commanders.

2.14.1. Develop and execute support plans to prepare forces for exercises identified on SEP.

2.14.2. Provide FLDCOM/C-FLDCOM exercise OPR:

2.14.2.1. Unit-specific METs aligned with SEP in DRRS-S.

2.14.2.2. Resources required to accomplish tasked SEP events.

2.14.2.3. Resource availability.

2.14.2.4. Limitations to support SEP events.

2.15. Exercise Coordination Team Working Group (ECTWG).

2.15.1. The ECTWG is a decision-making forum that validates service exercise requirements and requests. The ECTWG makes recommendations for SF/S3/4/7 approval via the SEP on exercise participation and resourcing.

2.15.2. ECT representatives include exercise branch representatives from SF/S3T, FLDCOMs, C-FLDCOMs, AFRC, NGB, and the SF Liaison to the Joint Staff. These same organizations should also attend all necessary JELC events to articulate exercise requirements and ensure unit requirements are met throughout the planning process.

2.15.3. Units who are unable to attend JELC events for any reason will provide ECTWG leads with details on necessary inputs to fulfill exercise planning requirements along with requested FLDCOM or unit participation.

2.15.4. The ECTWG meets quarterly, once in-person (attendance is unit funded) and three times virtually (or as required) and is chaired by SF/S3TE. The in-person meeting is hosted by STARCOM who will coordinate with SF/S3TE on scheduling. SF/S3TE is responsible for scheduling and coordinating the virtual meetings.

2.15.5. Quarterly ECTs will review the MEC and recommend desired updates. The MEC provides exercise planners a single source view of service-level exercise events and participants. FLDCOMs and C-FLDCOMs will provide any updates prior to each ECT.

2.15.6. The ECTWG will synchronize USSF exercise requirements planning with the JTS process outlined in [Chapter 3 \(T-2\)](#).

2.15.7. The ECTWG will review C-FLDCOM UPMs to ensure they reflect current priorities.

2.15.8. The virtual ECTWG will:

- 2.15.8.1. Monitor current FY SEP execution progress.
 - 2.15.8.2. Monitor CFC efforts to source any out-of-cycle requests (10 months or less prior to exercise execution).
 - 2.15.8.3. Review and update JTT, MEC, and other schedule management tools for the USSF exercise demand requirements and assess resources availability.
 - 2.15.8.4. Review and coordinate with NGB for man-day and funding requirements.
 - 2.15.8.5. Review DRRS-S exercise readiness assessments, performance-based measures, Lessons Learned, and AARs (both completed and in-progress) to inform future exercise priorities and the SEP (T-1).
 - 2.15.8.6. Identify and address material changes to the SEP.
 - 2.15.8.7. Provide current exercise guidance and prioritization status.
 - 2.15.8.8. ECTWG Chair provides a written EXSUM within seven calendar days upon the completion of the virtual event.
 - 2.15.8.9. Monitor Program Objective Memorandum (POM) and Service Increment Fund (SIF) submissions. These topics are discussed further in **Chapter 5**.
 - 2.15.8.10. Identify the risks to readiness if threshold resources are not met and identify any mitigation actions from FLDCOMs and C-FLDCOMs.
- 2.15.9. The in-person ECTWG will:
- 2.15.9.1. Review the draft SEP produced by STARCOM for the upcoming fiscal year plus their recommendations for the two subsequent FYs. (OPR: STARCOM)
 - 2.15.9.2. Balance exercise participation based on the EGM and USSF forces readiness requirements and CCMD mission requirements.
 - 2.15.9.3. Holistically review the various live and virtual exercise requirements.
 - 2.15.9.4. Assess ability to source and identify exercises limited to response cells.
 - 2.15.9.5. Make recommendations to combine or link exercises.
 - 2.15.9.6. Identify the risks to readiness if threshold resources are not met and identify mitigation actions from FLDCOMs and C-FLDCOMs. (OPR: CFC)
 - 2.15.9.7. All items should be sent to attendees NLT 30-days prior to the in-person ECT start date.
 - 2.15.9.8. STARCOM provides:
 - 2.15.9.8.1. A finalized SEP and coordinated ECTWG EXSUM within 30 calendar days following completion of the event.
 - 2.15.9.8.2. The finalized SEP should be coordinated by STARCOM through FLDCOM and C-FLDCOM/CCs prior to being sent to SF/S3T for SF/S3/4/7 approval.
 - 2.15.9.9. SF/S3T obtains SF/S3/4/7 approval/signature on the SEP and distributes it to FLDCOMs and C-FLDCOMs.
 - 2.15.9.10. Attendance is unit funded.

Chapter 3

GUIDANCE AND PROCEDURES

3.1. USSF Exercise Program. The USSF exercise program is designed to ensure command and subordinate units rehearse achieving and maintaining their operational capability, identifying and responding to OPLAN taskings, and executing mission essential requirements.

3.1.1. Exercise Priorities. Service exercise priorities are listed in SF/S3/4/7's EGM (OPR: SF/S3T). See Section 1.7 for more details.

3.1.2. USSF Exercise Structure. The USSF uses a three-layered structure to reflect the levels of effort required to plan and execute exercises.

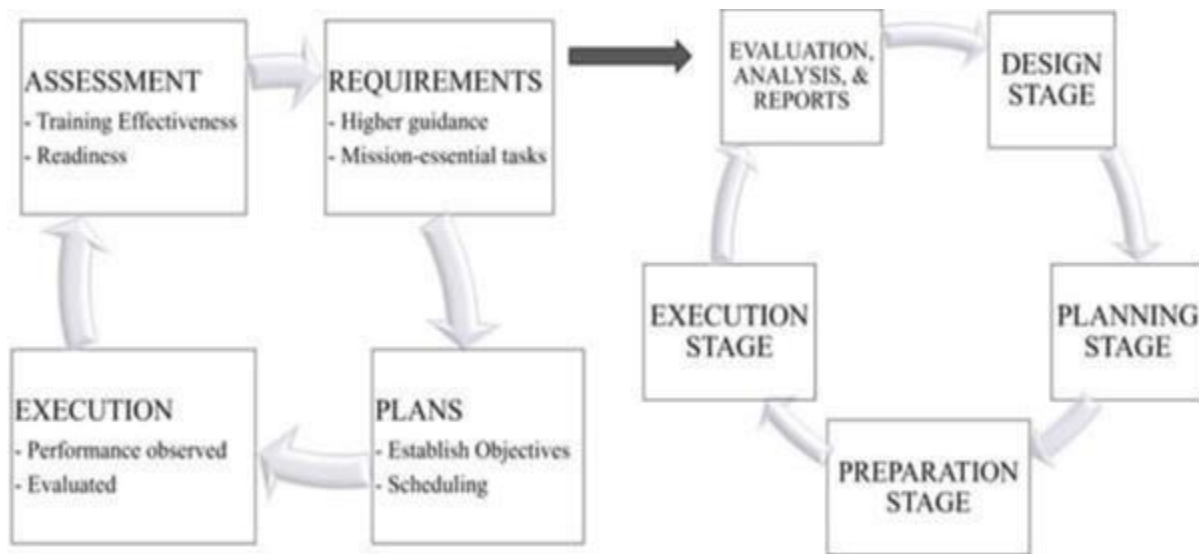
3.1.2.1. USSF Strategic-Level Exercise Events. Large scale exercises that assess USSF forces and integrate one or more USSF missions. These exercises may be joint or coalition in nature. The exercise enterprise uses LVC simulation distributed across networks to replicate the complex operational environment and realistic threats in the training battlespace to enable Guardians and Airmen to prepare for joint and coalition operations. An example would be USSF integration into Elite Constellation.

3.1.2.2. USSF Operational-Level Exercise Events. Exercises involving more than one CFC Delta or space unit (USSF, USAF, NGB, USAFR, or coalition). An operational-level exercise may nest under a strategic-level exercise. Additionally, these exercises may be designed to incorporate specialized or advanced training objectives for one or more missions or small teams of multiple players. These exercises may be joint or coalition in nature. Examples include SPACEFORGEN Warfighter Integration events, RESOLUTE SPACE, POLARIS HAMMER, and SPACE FLAG. SPACE FLAG serves as both a service operational level exercise and the sole USSF JNTC accredited exercise.

3.1.2.3. USSF Tactical-Level Exercise Event. Small force events of any type where a single service component or CFC Delta practices procedures to meet individual USSF unit or mission training objectives. This exercise may be assessed by a unit commander or designee to ascertain the effectiveness of the unit during the rehearsal of METs to prepare for future integration into CCMD UCP missions. Examples include the SPACE SKIES and STARS Series. Tactical-level exercise events may be conducted internally by units and are not covered by the SEP.

3.2. Exercise Planning and Scoping. To standardize the exercise enterprise, exercise planners will use CJCSM 3500.03E, *Joint Training Manual for the Armed Forces of the United States* and reference the Joint Exercise Life Cycle (JELC) as a model for managing USSF exercises (T-2) (see [Figure 3.1](#)). The ECTWG's process will reflect a 12-18 month planning cycle from the design stage to the Evaluation, Analysis, and Reports Stage. Matching the joint processes is intended to provide a common language across the military for the purpose of synergy in planning, executing, and assessing training events.

Figure 3.1. JTS Four Phase Process and the Joint Event Life Cycle.



3.2.1. To aid in initial requirements assessment, reference and use the Joint Planning Process found in JP 5-0, Joint Planning (T-0). The Joint Planning Process begins when an appropriate authority recognizes potential for military capability to be employed in response to a potential or actual crisis. Exercise planners may tailor the 7-step process for their use; however, the following steps cover most items necessary to develop exercise requirements: Step 1 – Planning Initiation, Step 2 – Mission Analysis, and Step 7 – Plan or Order Development (i.e., exercise directives).

3.2.2. Exercise Directives (EXDIR). EXDIRs are developed by the Exercise Director and typically follow the standard Joint EXDIR format found in CJCSM 3500.03E. The EXDIR is developed after concept development and initial planning for a planned exercise execution, as defined by the exercise sponsor. The EXDIR should define the purpose and desired outcomes of the exercise while designating the roles and responsibilities of organizations deemed necessary throughout the JELC to enable those outcomes.

3.2.3. Several resources, listed in the following sub-paragraphs, are available for exercise planner reference to ensure events are realistic, relevant, and meet unit readiness and/or CCDR mission requirements:

3.2.3.1. Unified Joint Task List (UJTL). The Universal Joint Task List (UJTL) is the authoritative menu (or library) of all approved joint tasks required for planning, readiness reporting, training and exercises, lessons learned processing, and requirements. A universal joint task (UJT) is an action or activity assigned to a unit or organization to perform a specific function and/or provide a capability or resource. UJTs are based on extant joint capabilities, and they are informed by approved joint doctrine. Specifically, UJTs describe "what" joint organizations must do using common and joint terminology. The UJTL is required for developing a joint mission-essential task list (JMETL).

3.2.3.2. Joint Mission Essential Task List (JMETL). The JMETL is a joint force commander's list of priority tasks, derived from plans and orders, along with associated conditions and measurable standards, that constitute the joint force commander's warfighting requirements. Reference JMETLs to exercise CCDR mission essential tasks that also match USSF core functions.

3.2.3.3. CJCS Guide 3500.01, *Chairman's Guidance for Training and Exercise Support to Global Integration*. Reference the latest guidance for essential characteristics and required joint training elements and JTT for high-interest training requirements that can be incorporated into exercises.

3.2.3.4. SF/S3/4/7 EGM. Includes priorities to help planners ensure the exercise meets HHQ's guidance, focus areas, and lines of effort. See 1.7 for more information regarding the EGM. Additionally, HHQ may provide specific guidance on venues, exercise objectives, or exercise design to support desired objectives.

3.2.3.5. Defense Readiness Reporting System – Strategic (DRRS-S). Identified readiness requirements and gaps to help inform exercise requirements, objectives, and joint, multi-national, and multi-domain participants.

3.2.3.6. AARs. To ensure exercises improve from previous iterations, reference pertinent AARs from Joint Lessons Learned Information System (JLLIS) or other similar documents, including corrective action reports, and observation reports.

3.2.3.7. Other resources. Planners should be aware of additional planning constraints, such as operational plans, logistical plans, support plans, plan annexes, force protection requirements, and current C-FLDCOM UPMs.

3.2.4. Exercise Naming Convention. CJCSM 3150.29F, *Code Word, Nickname, and Exercise Term System (NICKA)*, allocates words beginning with "VS" to "VZ" plus the words "Space" and "Polaris" for naming USSF exercises. STARCOM will ensure USSF exercises are named IAW CJCSM 3150.29 series.

3.3. Exercise Preparation. Each FLDCOM will support JELC events.

3.3.1. Exercise Nesting. Exercises should be nested to the maximum extent possible to ensure effective and efficient mission and resource integration and to avoid exercise fatigue.

3.3.2. Exercise participants are expected to complete all training and validation prior to exercise execution. If a participating unit is utilizing the event as a certification or validation event, they must inform SF/S3T and the CCMD's Exercise Director at the first planning event they attend for strategic-level exercises. If the certifying event is operational- or tactical-level, SF/S3T and STARCOM Del 11 must be informed via the ECTWG for readiness tracking purposes.

3.3.3. All planning requirements must be put into JTT 10 months prior to the Start of Exercise (STARTEX), or as coordinated with CFC via their role as the exercise sourcing authority. These requirements include requests for planning support, capabilities, and execution augmentation.

3.3.4. The ECTWG serves as a forum for exercise planners to advocate support, prioritize requirements, and maximize the use of the USSF force structure. Reference Section 2.16 for more information on the ECTWG.

3.3.5. Sourcing should be modeled after the Global Force Management (GFM) process outlined in CJCSM 3130.06D, *Global Force Management Allocation Policies and Procedures* and JP 3-35, *Deployment and Redeployment Operations* to the greatest extent possible. Use of these processes as a model does not infer actual authorities are being exercised. The purpose, rather, is to use established processes for accountability, transportation, and logistics.

3.3.6. All sourcing should be done in JTT. Reference 1.9 for more details.

3.3.7. Time-Phased Force and Deployment Data (TPFDD) is required for JEP/CEP events to provide accountability, transportation, and logistics **(T-0)**. The exercise director is responsible for ensuring planners input exercise requirements in appropriate databases. The resulting exercise TPFDD and CED orders are used to manage funding and transportation. All funding and transportation using Headquarters (HQ) AFRC Reserve Personnel Appropriation (RPA) funding will be obligated and managed on the Air Force Form 938, *Request and Authorization for Active Duty Training/Active Tour*, using Air Force Reserve Orders Writing System (AROWS-R) and voucher processing under the Defense Travel System (DTS)/Reserve Travel System **(T-0)**. A statement will be entered on CED orders noting, "Funding is provided on the AF Form 938". Service exercises supporting a CCMD OPLAN and an operations order may require entry into JOPES/JPES for funding and validation by the supported CCMD and US Transportation Command. FLDCOMs will determine whether a specific SecAF or CCMD service component exercise is entered in JOPES/JPES for TPFDD generation and use.

3.3.8. Reporting instructions will be provided to exercise planners and augments by the requesting unit. Exercise reporting instructions will be tailored to meet exercise requirements. These requirements may include specialized personal equipment for the purposes of exercise objectives, foreign country requirements in accordance with the Foreign Clearance Guide (FCG), additional security requirements, other information, or instructions for the purpose of executing the exercise. These instructions must provide sufficient deployment or redeployment actions to support exercise objectives and meet participant JRSOI needs. For more details, reference Joint Publication 3-35, *Deployment and Redeployment Operations*.

3.3.9. CCMD, service component exercise planners and/or the exercise execution authority will submit a force request via JTT per CJCSM 3130.06D **(T-0)**. An exercise execution authority is anyone within the CCMD, service component, joint force, or military department with the authority to validate and obligate funds for the exercise requesting forces. Force request validation is accomplished by the exercise planners and/or exercise execution authority through the JOPES/JPES process by having the service component and/or CCMD validate the TPFDD. Last minute additions to the DRMD may be validated by the exercise planners and/or an exercise execution authority via memo, e-mail, or as a last resort, verbally. All last-minute additions should be added to the TPFDD as soon as possible but not later than 10 working days after Force Request validation or STARTEX, whichever is later **(T-2)**.

3.3.10. Status of Forces Agreement (SOFA) for Combined Exercises. When USSF forces participate in combined exercises in foreign countries, there may be a SOFA or similar arrangement specifying the protection of US forces while deployed for the exercise. Exercise planners will check on the status of the agreements for nations where USSF forces will be participating.

3.3.10.1. If a SOFA does not exist, the FCG specifies which laws and/or agreements US forces are subject to while in the host country. To clarify the status of exercise participants, an exercise support agreement, memorandum of understanding (MOU), memorandum of agreement (MOA), or similar agreement should be negotiated and concluded with host nations in advance of the exercise in accordance with DODI 5530.03, *International Agreements*; DAFI 51-403, *International Agreements*; and Air Force Joint Instruction (AFJI) 51-706, *Status of Forces Policies, Procedures, and Information*. Coordinate with the servicing Staff Judge Advocate's office, the applicable FLDCOM and service component Staff Judge Advocate's Office, and the geographic CCMD's designated international agreements repository (usually the J5), to determine the existence of such an agreement regarding a particular country or for assistance in preparing an agreement.

3.3.10.2. The Space Staff may coordinate to determine the existence of an agreement with SAF/IA, the Office of the Secretary of the Air Force, Office of the Deputy General Counsel, Deputy General Counsel for Intelligence, International & Military Affairs (SAF/GCI) and Headquarters Air Force, Office of the Judge Advocate General, Operations, and International Law (AF/JAO). These directorates can provide details about existing agreements concluded by DAF organizations and retained in agreement repositories. If a new agreement is required, contact SAF/GCI and AF/JAO about drafting an agreement.

3.3.11. War Reserve Materiel (WRM). WRM may be used to provide indirect mission support for CJCS and service exercises with proper approval/authorization and funding, as outlined in AFI 25-101, *War Reserve Materiel (WRM)*. Commanders and inspectors will not use WRM in exercises without permission from the appropriate release authority **(T-1)**.

3.3.12. Environmental Compliance. Exercise managers and planners will ensure exercises conducted in the United States, its territories, and possessions comply with applicable federal, state, interstate, and local environmental requirements for all USSF-conducted exercises. Guidance on environmental compliance is provided in DAFI 32-7001, *Environmental Management*, AFPD 32-70, *Environmental Considerations in Air Force Programs and Activities*, and Title 32, Code of Federal Regulations, Part 989, (32 CFR Part 989), *Environmental Impact Analysis Process*, current edition. Guidance applicable to exercises conducted at DoW installations in foreign countries is provided in DAFI 32-7001.

3.3.13. Orders for Individual and Unit Exercise Participation.

3.3.13.1. If a unit commander issues a DTS authorization, written, or verbal orders, the force requirement and funds must be validated by the CCMD, service component, or military department exercise planners and/or the exercise execution authority **(T-0)**. Commanders will also ensure applicable exercise funds have been obligated by the appropriate FLDCOM for their units' participation. If the force requirement is not validated and/or funds not authorized, the unit approving the authorization will be liable for the TDY costs without reimbursement **(T-2)**.

3.3.13.2. If the TPFDD is locked and cannot be opened before STARTEX and there is a CCMD, service component, or joint force validated force requirement, unit commanders may deploy forces using a DTS authorization. The exercise managers should input the individual into the TPFDD after the fact for accountability. The force coordinator, typically Combat Forces Command, Director of Training, Plans, and Readiness (CFC/S3/5) or equivalent for service-retained USSF forces, will be notified of any last-minute changes to appropriately cross-organize the individual DTS authorization **(T-2)**. Cross-organization of the DTS authorization is required for funding accountability and obligation to ensure unit commanders are not liable for TDY costs without reimbursement. This course of action will only be used for last minute, mission essential additions to the DRMD and will not be used as a work-around for failing to plan appropriately **(T-2)**. Force requirement and funding validation stipulations still apply.

3.3.14. Exercise DCAPES taskings and CED Orders. CED orders are required for contingencies and CJCS exercises **(T-0)**. The FLDCOM exercise planner may decide to utilize CED orders for SecAF-sponsored CCMD service component exercises on a case-by-case basis. Refer to DAFI 36-3802, *Force Support Readiness Programs* and AFI 65-103, *Temporary Duty/Special Orders*, for further guidance.

3.3.14.1. DCAPES is the system primarily used for SecWar-ordered deploying forces which often creates ambiguity with taskings for non-SWOB-directed exercises. Unit commanders and deployment managers will determine if DCAPES taskings are operational, ordered, or merely a request for volunteers **(T-0)**.

3.3.14.2. In general, taskings for USSF forces to participate in CCMD exercises are voluntary unless listed in the GFMAP as a modification which is then authorized by SecWar in the SWOB. It is up to the unit commander, unit deployment manager, or Installation Deployment Officer to determine if the DCAPES tasking is voluntary or compulsory.

3.3.14.3. Certain exercises, though rare, are ordered by the SecWar for unassigned/service-retained forces to participate with CCDR-assigned or attached forces and require full GFM allocation for the duration of the exercise. During such exercises, forces are allocated to a CCDR and OPCON and TACON authorities are exercised over those forces. In accordance with JP 1, Vol 2, "The command relationship the gaining commander will exercise (and the losing commander will relinquish) will be specified by SecWar..." **(T-0)**.

3.3.14.4. Prior to the ECTWG, unit commanders will assess whether to participate in an exercise based on unit readiness and will elevate non-participation requests through their chain of command to their parent FLDCOM for coordination **(T-2)**. FLDCOMs will decide to participate in a CCMD or service component exercise that may not enhance unit readiness only in specific circumstances **(T-2)**. These circumstances include CCMD-assigned or attached forces meeting priority CCDR objectives such as building partnership capacity to secure access, basing and overflight, and multi-national interoperability training to maintain readiness for regional contingencies. Post ECTWG, unit commanders will obtain FLDCOM approval in order to be removed from SEP requirements **(T-2)**.

3.4. Exercise Execution. The formal execution phase begins with deployment of exercise participants (STARTEX) and continues until the end of the exercise (ENDEX) is declared by the supported commander.

3.4.1. Communication and Testing for Exercise Execution. Communications setup and testing are important exercise preparation steps prior to the start of execution and will include validation of all certifications, accreditations, and authority to operate (**T-0**). End-to-end communication checks, and systems interoperability verification are critical to ensure connectivity for all live and virtual exercise entities.

3.4.2. Operational Test and Training Infrastructure (OTTI) Requirements. OTTI is an integrated 'system-of-systems' architecture that enables Guardians to test, train, and develop tactics in an operationally relevant employment scheme to achieve and sustain full-spectrum readiness. Exercises require many elements of OTTI that must be coordinated, scheduled, and optimized for realistic and relevant operational training. OTTI exercise requirements must be documented and provided to the hosting command and SF/S3TI. See SPFGM 10-217, *Operational Test and Training Infrastructure Management* and SPFI 10-217, *Operational Test and Training Infrastructure Management* (once published).

3.4.3. Exercise Participant Materials. Exercise information should be communicated using established systems and procedures. Exercise-specific participant materials should only be created when normal communication tools or TTPs do not exist to provide required exercise information.

3.4.3.1. Exercise participant material should not include trusted agent information or divulge any event information before the scheduled time of the event.

3.4.3.2. A clear knowledge management plan should be provided prior to exercise execution.

3.4.4. Exercise Control Group (ECG). The ECG is comprised of exercise planners and Subject Matter Experts (SME) who are knowledgeable in the timing and content of exercise events. These SMEs manage the direction, pace, and intensity of exercise play in accordance with the exercise control plan established by the exercise sponsoring organization. USSF 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 USSF desired exercise objectives. Planners should prepare and provide exercise controllers the support materials needed to manage exercise execution.

3.4.5. Trusted Agents. Trusted agents are SMEs who are given advanced knowledge of exercise scenario details for the purpose of assisting with all phases of the exercise from requirements development to execution to assessment.

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

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

3.4.5.3. Trusted agents should not be principal players during exercise execution since advanced knowledge of exercise events can significantly decrease the benefit players receive from exercise participation.

3.4.5.4. Trusted agent information is need-to-know and should remain close-hold within the exercise planning community (T-2) . Exercise information should not be released outside the planning community without prior approval from the sponsoring organizations' primary planning staff (T-2).

3.4.5.5. Trusted agents from participating USSF organizations will review the MSEL and ensure planned events support USSF objectives and are based on a realistic operational environment (T-3).

3.4.6. Red Cell. The red cell simulates adversary activity in the operational environment. They are knowledgeable about exercise adversary capabilities, order of battle, doctrine, and tactics and act accordingly during exercise play.

3.4.7. Observers. Observers are a vital link in the exercise process. They ensure the force meets exercise objectives, provide on-the-spot instruction and capture their observations (hereafter referred to as Lessons Learned) for later transition into Lessons Learned via the lessons learned process and/or best practices for AARs and inclusion in the JLLIS. They can also recommend and coordinate event changes when required during exercise execution. All observers, to include USSF, joint and coalition/multi-national partners, will have appropriate security clearances / "need-to-know" before authorization to participate in an exercise (T-0).

3.5. Exercise Assessment. Exercises provide commanders an opportunity to assess their unit's ability to perform their tasked missions under "no-fault" conditions that do not place blame on participants for failures or mistakes. AARs should assess unit performance, identify strengths and weaknesses, and thoroughly debrief failures and other actions that need improvement. The assessment phase is a critical part of the exercise process and enables participants to candidly evaluate and assess exercise actions, propose changes, and share this information with other stakeholders. Actions taken during the exercise are evaluated and assessed to determine whether training objectives are met. Exercise Assessment Teams, responsible for developing the AAR, are assigned by the hosting unit in coordination with the ECG. Members may be a combination of individuals from Observers, Trusted Agents, ECG or IG members. An AAR reflecting service participation in any exercise as well as one reflecting C-FLDCOM participation in a CCMD exercise must be submitted to S3TE within required timelines.

3.5.1. Completing AARs and identifying Lessons Learned are key elements of this phase. The Exercise Assessment Team may request assessment support and augmentation from the Deltas, as required.

3.5.1.1. After Action Reports. Hosting units will solicit input from participating USSF organizations to develop AARs that summarize exercise activities, evaluate actions, identify strengths and weaknesses, and make overall recommendations. The AARs shall be releasable to allies and partners to the maximum extent possible with non-releasable AARs being the exception. The report will include metrics of MET accomplishment and be input into JLLIS and JTT as required. C-FLDCOMs will send service specific portions of CCMD AARs to CFC/S7, STARCOM/S3CX, and SF/S3TE within 45 days from ENDEX. AARs will be signed by the host unit and posted in JLLIS no later than 45 days after exercise completion. Foreign Disclosure Officer approved versions shall be posted as soon as they are available. Final AARs should be sent to SF/S3T, STARCOM S3CX and CFC/S733.

3.5.1.2. Lessons Learned. Guidance on Lessons Learned is contained in SPFI 10-1302, *Space Force Lessons Learned Program*. JLLIS (www.jllis.mil/USAF) is the DAF system of record for the management of all DAF observations, Learned Lessons, and AARs. Procedures for capturing observations and lessons learned entered into JLLIS (and other service specific databases/repositories as needed) for lessons learned tracking, senior leader status updates, and completion or closure is outlined in CJCSI 3150.25H, *Joint Lessons Learned Program*. Lessons learned shall also be releasable to Allies and Partners to the maximum extent possible with non-releasable items being the exception rather than the rule.

3.5.2. Commanders at all levels will ensure exercise readiness outcomes are accurately reflected in DRRS-S (T-1).

3.5.3. FLDCOMs and the ECTWG will review DRRS-S exercise readiness assessments, performance-based measures, Lessons Learned and AARs to inform future exercise priorities and the SEP (T-1).

Chapter 4

NON-SERVICE EXERCISE PARTICIPATION GUIDELINES

4.1. CEP/JEP/NEP Exercises.

4.1.1. Chairman's, Joint, and National Exercises. The CEP is designed to improve capability and the readiness of US forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their theater campaign plan engagement activities. The NEP is a top-down driven exercise framework under the leadership of the President of the United States that is the basis for coordination of federal exercises across all departments and agencies of the federal government. The DoW participates in the NEP through the CEP.

4.1.2. CEP and JEP Exercise Participation. USSF units participate in CEP and JEP exercises to hone and refine execution of mission essential and supporting tasks, improve response capabilities, and enhance and evaluate readiness.

4.1.2.1. The USSF aims to maximize exercise benefits without compromising core functions or readiness. To enhance efficiency, the service will align exercises as able by venue, scenario, and objectives, optimizing joint and service-specific benefits within resource constraints. Objectives should target CSO priorities and support the refinement of USSF doctrine, tactics, techniques, and procedures.

4.1.2.2. USSF forces will support and participate in CEP and JEP exercises when requested by the organization conducting the event if scenarios are appropriate to their mission and units have capacity to support.

4.1.3. NEP Exercise Participation. The NEP is managed by the Department of Homeland Security and provides a framework for prioritizing and focusing on federal exercise activities. The CJCS serves as the DoW point of contact with the NEP and orchestrates overall DoW NEP execution. These exercises are separate requirements from service exercises. They are not on the SEP, nor are they controlled by SF/S3T.

4.1.3.1. The USSF, as a DoW component, will support the NEP in accordance with DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)* (T-0).

4.1.3.2. National Exercise Program Capstone Event. This is a single biennial operations-based NEP exercise and requires the participation of all appropriate department and agency principals. USSF will participate in NEP required exercises.

4.1.3.3. The USSF CAT/COOP PMs will recommend to senior leaders the training objectives and participation level in support of USSF required taskings. See SPFSOI 10-2, *USSF Crisis Action Team Program Operating Instructions*.

4.1.4. Per CJCS 3500.01J, the Inspector General and inspecting organizations will only officially grade inspected units during exercises, provided graded events are clearly identified to all exercise participants (T-0).

4.1.5. Scheduling. Participating in CEP/JEP/NEP exercises, as well as supporting USSF conducted exercises, places considerable stress on USSF units and often strains available assets. Unit commanders will reference DRRS-S to determine their ability to support all exercise requirements as they develop their schedules and make exercise commitments (T-3).

4.2. Sister-Service and Coalition/International Partner Exercises.

4.2.1. USSF will support sister-service exercises in accordance with the EGM and SEP as resources allow.

4.2.2. USSF will support coalition and international partner exercises, coordinated with SF/S3TP and SF/S5SP and aligned to EGM and SEP, as resources permit.

Chapter 5

EXERCISE FUNDS

5.1. General Information. The designated funding appropriation for both service and CCMD exercise events is Operations & Maintenance (O&M) funds that are active for obligations across one fiscal year. Exercise funding and programming actions occur within the DoW PPBE process. Space Force conducts an annual Future Years Defense Program (FYDP) budget review for all service-related programs, training, exercises, and support activities to fund outyear mission requirements. Approved Space Force mission requirements needing funding will be incorporated in the USSF's 5-year FYDP POM and Budget Estimate Submission (BES) to OSW, CAPE, and the Office of Management and Budget (OMB) for POM budget reviews to be included in the annual President's Budget (PB) to Congress. Congress will first authorize the PB and then appropriate the PB for Space Force budget authority distribution. For the purposes of this chapter, unless stated otherwise, C-FLDCOMs are synonymous with service components. SF/S3TE, as the OPR, maintains oversight, tracking, and reporting of JTEEP SIF and oversight of POM submissions to SF/S8.

5.2. Service Exercises.

5.2.1. FLDCOMs fund full time equivalent (FTE) support contractors, facility leases, licensing fees, GPC purchases, and TDYs. Each FLDCOM HQ Financial Management division will distribute fiscal programmed exercise funding to the Deltas and Squadrons. FLDCOMs will provide FYDP exercise funding inputs through their FLDCOM's S8 as a part of the POM process to receive future financial sourcing. If FLDCOM Deltas or Squadrons do not POM appropriately or neglect submitting exercise inputs annually, key mission training and execution objectives will be hindered and reduce Guardians ability to organize, train, and equip for ready status to CCMDs.

5.2.2. FLDCOM Resource Advisors will track obligations and expenditures by exercise to generate specific DTS Lines of Accounting (LOA) for dispersing travel funds to selected Guardians.

5.2.3. SF/S3TE will maintain exercise oversight authority and regulatory guidance over the Space Force exercise program to include oversight of POM and SIF submissions.

5.2.4. SF/S8 will administer the development and assimilation of FYDP exercise POM requirements for presentation to Space Force Boards and Councils for inclusion in the President's Budget to Congress.

5.2.5. FLDCOMs will manage the day-to-day exercise operation budgets to include contracts, equipment, and travel expenditures.

5.3. The Department of Defense Appropriations Act (DoDAA). This act establishes the amount of JTEEP funds appropriated for the upcoming execution year. Funds are available for execution once Congress enacts, and the President signs the annual DoDAA. If the annual DoDAA is not signed before the beginning of the execution year, Congress may provide temporarily reduced funding under a continuing resolution until the DoDAA is signed. In addition to PPBE policy and guidance, USSF organizations will comply with the JEP provisions in CJCSM 3511.01A and published JTEEP Program Goals & Objectives (T-0).

5.4. CCMD Exercises.

5.4.1. The primary funding for joint training is the JTEEP program. As such, the JTEEP account funds USSF participation in JEP exercises. The JTEEP account is programmed and managed by the JS/J7 Strategic Resource Management Office (SRMO) with oversight by the Office of the Under Secretary of War for Personnel & Readiness (OUSW (P&R)). CCMDs fund requested CCMD exercise efforts and resources for C-FLDCOMs and services through JTT to support the CCMD's UCP missions. The CCMDs receive fiscal O&M allotments of funding in multiple categories from J7 SRMO to execute key exercise events worldwide.

5.4.1.1. CCDR Training & Exercises (O&M) Funds. Provides funding to CCDRs to execute the joint training identified in this PEP based upon submitted and approved JTEEP POM and Program Budget Request (PBR) submissions. This includes the Goals and Objectives of the CCMD.

5.4.1.2. Joint Exercise Transportation Plan (JETP) Funds. Funds the strategic transportation of personnel and equipment to worldwide joint training exercises. Transportation funding includes airlift, sealift (Ocean Cargo), commercial ticket program (CTP), port handling (PH), inland transportation (IT) and small commercial cargo program (SCCP). It enables CCMDs to train battle staffs and forces in joint and combined operations, evaluate war plans, and execute engagement strategies in support of Campaign Plans.

5.4.1.3. Service Incremental Funding (SIF). Supports Service incremental costs (exclusive of JETP funded requirements) for participation in CE2 eligible events as identified by the CCMD, including lodging and per diem for attendance at planning conferences and exercise events.

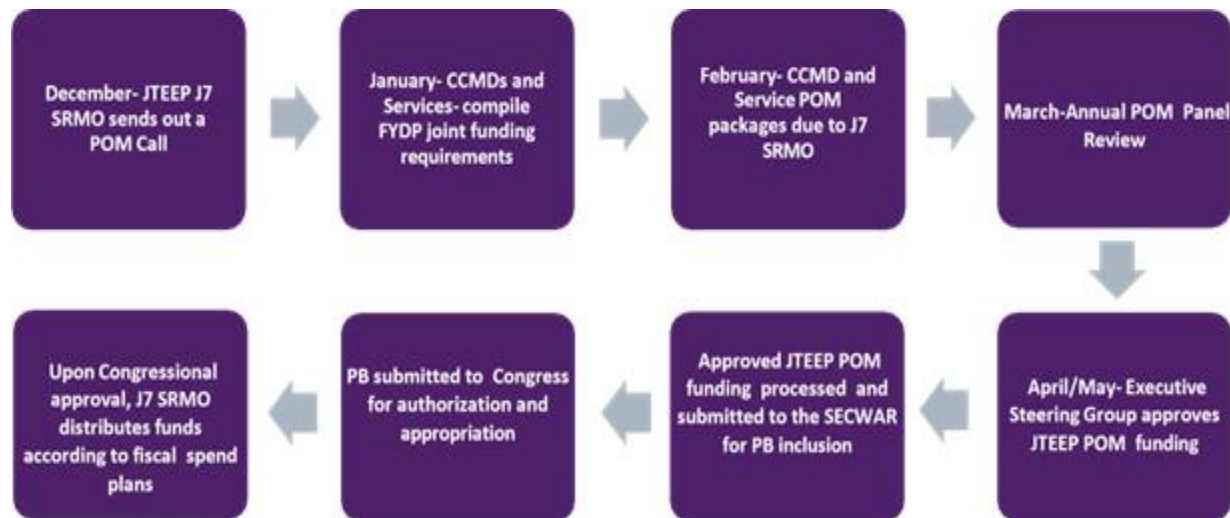
5.4.1.4. Large Scale Global Exercise (LSGE) Funds. Provides funding to CCDRs to execute the joint training identified in this PEP specific to LSGE events based upon submitted and approved JTEEP POM and Program Budget Request (PBR) submissions. Has JETP/SIF/T&E funds independent of other programs.

5.4.1.5. Exercise-Related Construction Program (ERC) Funding. Provides exercise related infrastructure needed for U.S. forces participating in joint exercises. ERC uses Military Construction (MILCON) funds for construction activities and Planning and Design. MILCON is available for a five-year period, so in any given fiscal year the program manages funds from five fiscal years with emphasis on fully obligating the expiring year.

5.4.1.6. Joint National Training Capability Program (JNTC) Funding. Supports joint training by improving joint context and providing enabling capabilities that enrich the joint training environment (JTE) for the Service and US Special Operations Command (USSOCOM). JNTC addresses service and USSOCOM joint training issues by assessing the JTE through accreditation of training programs and certification of training sites and then identifying solutions to resolve or mitigate joint training shortfalls.

5.4.2. The JTEEP Process flow is depicted below in [Figure 5.1](#). The timeframes listed are approximations. Specific dates are determined by Joint Staff and will be communicated through official channels.

Figure 5.1. JTEEP Process Flow Chart (approximate timeframe is listed).



5.4.3. Submitting timely funding requirements ensures full access to CCMD exercise opportunities and avoids the need for self-funding travel. Proactive coordination strengthens participation, maximizes readiness, and preserves service resources.

5.4.4. C-FLDCOM Resource Advisors will track obligations and expenditures by exercise to generate specific DTS Lines of Accounting (LOA) for dispersing travel funds to selected Guardians. As noted in [Chapter 2](#), exercise program managers will synchronize their funding process timelines with the JTEEP funding process timelines outlined in CJCSM 3511.01A, *Joint Training Resources for the Armed Forces of the United States (T-0)*. The intent is to inform funding decisions based on outputs from the JTS Four Phase Process and synchronize with the Joint Training Plan (JTP) Cycle.

5.4.5. FLDCOMs will submit their SIF FYDP funding requirements for JEP exercises to each applicable C-FLDCOM and participate in planning conferences and CCMD exercises execution.

5.4.6. C-FLDCOMs will gather funding requirement needs for augmentation for SIF and JETP and to their respective CCMD for inclusion into the CCMD's JTEEP POM inputs to SRMO for CCMD exercise funding. The USSF SIF Manager is responsible for allocating SIF funds for JEP exercise events to the C-FLDCOMs. C-FLDCOMs are responsible for managing the obligation and expenditure of SIF funds, with oversight from the USSF HQ SIF Manager.

5.4.7. J7 SRMO will collect requirements and distribute, manage, track, and report SIF, JETP, and T&E funds to CCMDs and services for CCMD exercise events. SRMO also chairs the annually funded JTEEP POM Panel.

5.4.8. SF/S3TE will maintain effective communication with the C-FLDCOMs and FLDCOMs regarding submission of SIF and JETP funding requirements to the respective CCMDs for insertion into their FYDP POM submissions to SRMO.

5.4.9. SF/S3TE will allocate SIF and JETP funds to C-FLDCOMs for disbursement in accordance with their previously approved spend plans.

Table 5.1. Exercise Funding.

Exercise Type	POM POC	Funding Source	Distribution POC
Service Exercises	FLDCOM	O&M Funds	FLDCOM
CCMD Exercises	CCMD JTEEP POC via C-FLDCOM POC	JTEEP Funds	C-FLDCOMs via SF/S3T
Joint Accredited Exercises	STARCOM on behalf of HQ USSF	JNTC JTCP	STARCOM

5.5. Joint Training Exercise and Evaluation Program (JTEEP) Accounts.

5.5.1. The JTEEP account provides funds for the following types of exercise activities:

5.5.1.1. Service Incremental Expenses. JTEEP provides SIF to pay for incremental operations and maintenance (O&M) activities incurred solely for, or as a direct result of, planning for or taking part in a JTEEP-funded exercise. Information on use of SIF and valid incremental activities is outlined in CJCSM 3511.01A, *Joint Training Resources for the Armed Forces of the United States*.

5.5.1.2. Transportation. The JTEEP Joint Exercise Transportation Program (JETP) includes funding for airlift, sealift, port handling (PH), inland transportation (IT), and the Commercial Ticket Program (CTP). Active component, AFR and NGB forces can receive JTEEP JETP funds. Follow direction and guidance in CJCSM 3511.01 series for use of JETP and PH, IT and CTP funding.

5.5.1.3. Joint National Training Capability (JNTC) Program. The JNTC mission is to advance joint capabilities and interoperability by concentrating on emerging joint training requirements through collective training experiences using a managed set of globally distributed capabilities and activities. The program resources service and US Special Operations Command (USSOCOM) exercises to improve interoperability and realism of tactical and operational joint training between the services and USSOCOM. JNTC enables collective joint training for the services by developing relevant joint training content and ensuring global distributed access. Currently the USSF has two JNTC programs resourced by the JS/J7: SPACE FLAG as an accredited exercise and the DMOC-S as a certified site. Both programs reside within the 392d CTS, which is a Delta 11 unit under STARCOM. STARCOM serves as the main JNTC service board representative on behalf of the USSF in coordination with S3T.

5.5.1.4. Joint Training Coordination Program (JTCP) mitigates the lack of other service/USSOCOM participation in service/USSOCOM accredited and certified training programs. The lack of other service participation, identified in the JNTC accreditation and certification process, is the number one chronic and recurring problem facing service joint training. The program brings together services and USSOCOM planners, identifying annual opportunities for mutually beneficial joint training and provides incentive funding for the movement of personnel and material to and from training planning and execution events. The identified training opportunities directly aid in the Risk Reduction Areas called

out in the CJCS Guide 3500.01, *Joint Training Policy for the Armed Forces of the United States*. Funding distributions are determined by service/USSOCOM requirements and the ability of other services and USSOCOM to provide needed support. SRMO compiles requirements in an annual process and the program recommendations for funding distribution are approved by the JNTC Corporate Board stakeholders. The JTCP program is managed by STARCOM and utilizes O&M funding to support USSF JNTC programs.

5.5.2. Funding for JEP exercises is based on requirements identified in JTT. CCMD exercise sponsors and planners will ensure timely and accurate entry of requirements into the JTT system **(T-1)**. Funding may be denied if the requirements are not entered and processed through JTT at least ten months prior to exercise execution.

5.6. JETP Funds Management.

5.6.1. Port Handling and Inland Transportation Funds (PH/IT).

5.6.1.1. JS/J7 SRMO distributes PH/IT funds in accordance with CCMD spend plans. C-FLDCOMs are still responsible for getting funds to the appropriate units and tracking PH/IT obligations by exercise name.

5.6.1.2. C-FLDCOMs will manage the obligation and distribution of PH/IT funds **(T-1)**.

5.6.1.3. Transportation Account Codes. C-FLDCOMs will use transportation account codes to fund PH/IT requirements when possible **(T-1)**.

5.6.2. Commercial Ticket Program (CTP) Funds.

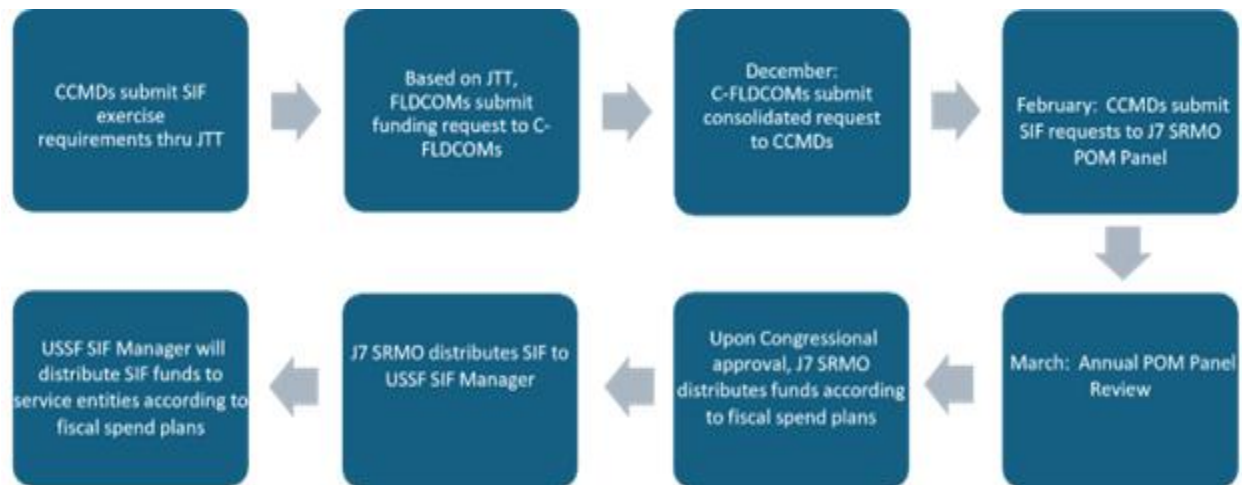
5.6.2.1. C-FLDCOMs manage the obligation and distribution of CTP funds.

5.6.2.2. Funding Request. C-FLDCOMs need to submit their CTP requests in accordance with JS/J7 Joint Exercise Transportation Program, Commercial Ticket Program Implementation Guidance **(T-0)**. JS/J7 processes CTP requests and distributes CTP funds in accordance with JS/J7 Joint Exercise Transportation Program, Commercial Ticket Program Implementation Guidance.

5.7. Service Incremental Funds.

5.7.1. JS/J7 distributes SIF to the CCMDs; CCMDs allocate SIF funds to SF/S3TE who will distribute the SIF funds to the respective C-FLDCOMs as required based on which personnel or units will be participating in specific CCMD exercises. C-FLDCOMs are responsible for overseeing the distribution and management of SIF funds to the FLDCOM Deltas. Each C-FLDCOM will appoint a SIF Resource Advisor (RA) and a SIF Manager to administer and have responsibility over the DTS lines of accounting, cross-orgs, exercise planning, applicable SIF contracts, exercise support costs, and metrics reporting. Deltas will likewise be responsible for assigning SIF POCs to manage the obligation and expenditure of SIF funds and report metrics to their respective C-FLDCOMs and SF/S3TE. SIF POCs should have experience with resource management and/or financial management. **Figure 5.2** below references the SIF flow process.

Figure 5.2. USSF SIF Process Flow Chart (timeframes are approximate).



5.7.2. Funding Request. C-FLDCOMs and FLDCOMs will comply with SIF Guidance pertaining to Joint Staff funding requests as referenced in CJCSM 3511.01a, *Joint Training Resources for the Armed Forces of the United States*.

5.7.3. JTEEP funds are authorized to support specific JEP approved exercise expenses and may not be redirected to fund any other activities. C-FLDCOMs must track PH/IT, CTP, and SIF obligations separately (T-1).

5.8. Exercise Funding Process.

5.8.1. JEP exercises. All USSF organizations will comply with CJCS exercise funding guidance. Guidance pertaining to the funding process is provided in Department of the Air Force Manual (DAFMAN) 65-605, *Volume 1, Budget Guidance and Technical Procedures*.

5.8.2. Non-JEP exercises. USSF organizations conducting unilateral or other CCMD exercises not within the approved JEP must fund these exercises from their own O&M accounts. For USSF-conducted non-JEP exercises, the FLDCOM or USSF organization sponsoring an exercise is generally responsible for funding and managing the exercise.

5.8.3. Combined exercises. US personnel participating in combined exercises outside of the US will have a written arrangement with the foreign participant(s) that includes the scope of the exercise, status of US personnel, and funding procedures, as appropriate (T-0). Any US training, supplies, or other services provided to participating countries will be provided pursuant to the relevant legal authority, such as a Foreign Military Sales case or cross-servicing agreement under Acquisition and Cross-Servicing Agreement authority (T-0).

5.9. Space Staff PPBE Process for SIF.

5.9.1. Each CCMD has their own POM submission timeline. The C-FLDCOMs will consolidate the FLDCOM JEP exercise requirements, review, and submit the USSF SIF exercise requirement listings to the respective CCMDs for inclusion into their POM submissions to JS/J7 SRMO.

5.9.2. JS/J7 determines USSF SIF for the current execution year and publishes this information as part of the JTEEP Program Execution Plan (PEP). Once the USSF SIF allocation is known, SF/S3TE will provide execution year fiscal guidance to USSF FLDCOMs **(T-0)**.

5.9.2.1. If unanticipated SIF requirements arise during the current fiscal year, notify the respective C-FLDCOM, CCMD, and SF/S3TE of the requirement. The notification should include a detailed explanation to justify a request for additional funds. C- FLDCOMs should notify SF/S3TE with the CCMD funding decision. If the CCMD cannot fund a requirement from existing USSF SIF resources, when deemed appropriate, the CCMD or SF/S3TE may submit an unfunded requirement (UFR) to the JS/J7 Joint Investment Database (JIDB) requesting additional funds from the JTEEP UFR Program.

5.9.2.2. JS/J7 will only authorize USSF SIF to fund valid JEP exercise activities **(T-0)**. C-FLDCOMs must notify SF/S3TE when they have excess SIF funds. An annual call for excess funds usually comes in June or July. **(T-0)**. Ultimately, SIF funds not needed to support USSF JEP requirements are returned to SRMO for reallocation against other JTEEP program requirements.

5.10. Tracking and Reporting.

5.10.1. JETP funds are distributed in accordance with procedures in paragraphs **5.6.1.1** and **5.6.2.2** respectively. SIF funds are distributed in accordance with JS/J7 guidance. C-FLDCOMs will track all JEP expenditures using assigned ESP codes **(T-1)**.

5.10.2. SF/S3TE will submit a consolidated report to SRMO within the first week of the month following the report month **(T-0)**.

DOUGLAS A. SCHIESS
Lieutenant General, Deputy Chief of Space
Operations for Operations

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

10 USC § 9013(b)(5), *Training*

32 CFR Part 989, *Environmental Impact Analysis Process*, current edition

National Defense *Authorization Act for Fiscal Year 2018*, 12 December 2017

DoDD 5100.01, *Functions of the Department of Defense and Its Major Components*, 21 December 2010 incorporating Change 1, 17 September 2020

DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*, 29 January 2019

DoDI 5400.11, *DoD Privacy and Civil Liberties Program*, 29 January 2019, incorporating Change 1, 8 December 2020

DoDI 5530.03, *International Agreements*, 4 December 2019, incorporating Change 1, 17 January 2025

JP 1, Vol 2, *The Joint Force*, 19 June 2020

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

JP 5-0, *Joint Planning*, 1 December 2020

CJCSI 3500.01K, *Joint Training Policy for the Armed Forces of the United States*, 12 November 2024

CJCSM 3130.04, *Joint Deployment Policies and Procedures*, 12 March 2025

CJCSM 3130.06D, *Global Force Management Allocation Policies and Procedures*, 20 June 2024

CJCSM 3150.29F, *Code Word, Nickname, and Exercise Term System (NICKA)*, 3 November 2023

CJCSM 3500.03F, *Joint Training Manual for the Armed Forces of the United States*, 8 August 2025

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

CJCS Guide 3500.01, *Chairman's Guidance for Training and Exercise Support to Global Integration*, 20 December 2021

Joint Training, Exercise, and Program (JTEEP) *Program Execution Plan (PEP) Program*, 25 November 2019

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

AFI 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man-Day*, 15 January 2025

AFI 36-3802, *Force Support Readiness Programs*, 9 January 2019 incorporating Change 1, 21 November 2021

DAFI 90-160 *Publications and Management*, 14 April 2022

DAFMAN 65-605, Volume 1, *Budget Guidance and Technical Procedures*, 15 August 2025

DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023 incorporating Change 1, 14 July 2025

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

AFI 10-301, *Managing Operational Utilization Requirements of the Air Reserve Component Forces*, 20 December 2017

AFI 10-403, *Deployment Planning and Execution*, 17 April 2020

AFI 10-1302, *Air Force Lessons Learned Program*, 30 July 2019

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

DAFI 51-403, *International Agreements*, 8 February 2019

AFI 65-103, *Temporary Duty/Special Orders*, 15 August 2019

SPFI 10-217, *Operational Test and Training Infrastructure Management*, TBD

SPFSOI 10-2 *Space Force Crisis Action Team Program*, TBD

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

AF Form 938, *Request and Authorization for Active Duty Training/Active Tour*

Abbreviations and Acronyms

AARs—After Action Reports

AC—Active Component

ADOS—Active Duty Operational Support

AFI—Air Force Instruction

AFJI—Air Force Joint Instruction

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

ALSSA—Air Land Sea Space Application Center

AO—Action Officer

AOR—Area of Responsibility

ARC—Air Reserve Component

AROWS-R—Air Force Reserve Orders Writing System

ATO—Authority to Operate

CBRN—Chemical, Biological, Radiological, and Nuclear
CC—Commander
CCDR—Combatant Commander
CCMD—Combatant Command
CED—Contingency, Exercise, and Deployment
CEP—Chairman’s Exercise Program
CFC—Combat Forces Command
CFR—Code of Federal Regulations
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
COCOM—Combatant Command (command authority)
CPS—Consolidated Planning Schedule
CSO—Chief of Space Operations
CTP—Commercial Ticket Program
CTS—Combat Training Squadron
DAF—Department of the Air Force
DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
DAFPD—Department of the Air Force Policy Directive
DCAPES—Deliberate and Crisis Action Planning and Execution Segments
DMAG—Deputy’s Management Action Group
DMOC-S—Distributed Mission Operations Center-Space
DoD—Department of Defense
DODD—Department of Defense Directive
DODI—Department of Defense Instruction
DoW—Department of War
DoDAA—Department of Defense Appropriations Act
DRMD—Deployment Requirements Manning Document
DRRS-S—Defense Readiness Reporting System-Strategic
DRU—Direct Reporting Unit
DS4—Director of Space Forces

DT—Developmental Testing
DTS—Defense Travel System
ECG—Exercise Control Group
ECT—Exercise Coordination Team
ECWTG—Exercise Coordination Team Working Group
EGM—Exercise Guidance Memorandum
ESP—Emergency and Special Program
EXDIR—Exercise Directives
EXORD—Execute Order
FCA—Fund Citation Allocation
FCG—Foreign Clearance Guide
FLDCOM—Field Command
FY—Fiscal Year
FYDP—Future Years Defense Program
GFMAP—Global Force Management Allocation Plan
GFM—Global Force Management
GFMIG—Global Force Management Implementation Guidance
HAF—Headquarters Air Force
HHQ—Higher Headquarters
HQ—Headquarters
IAW—In Accordance With
IT—Inland Transportation
JECG—Joint Exercise Control Group
JELC—Joint Event Life Cycle
JEP—Joint Exercise Program
JETP—Joint Exercise Transportation Program
JIDB—Joint Investment Database
JLLIS—Joint Lessons Learned Information System
JMET—Joint Mission Essential Task
JMETL—Joint Mission Essential Task List
JNTC—Joint National Training Capability
JOPEs—Joint Operation Planning and Execution System

JP—Joint Publication
JPES—Joint Planning and Execution System
JRSOI—Joint Reception, Staging, Onward Movement, and Integration
JS—Joint Staff
JTCP—Joint Training Capabilities Program
JTP—Joint Training Plan
JTEEP—Joint Training Exercise and Evaluation Program
JTS—Joint Training System
JTT—Joint Training Tool
LL—Lessons Learned
LVC—Live, Virtual, and Constructive
MAJCOM—Major Command
MET—Mission Essential Task
METL—Mission Essential Task List
MPA—Military Personnel Appropriation
MOA—Memorandum of Agreement
MOU—Memorandum of Understanding
MSEL—Master Scenario Event List
NDAA—National Defense Authorization Act
NEP—National Exercise Program
NGB—National Guard Bureau
NICKA—Code Word, Nickname, and Exercise Term System
O&M—Operations and Maintenance
OPCON—Operational Control
OPLAN—Operations Plan
OPR—Office of Primary Responsibility
OTTI—Operational Test and Training Infrastructure
PB—President’s Budget
PH—Port Handling
POC—Point of Contact
POM—Program Objective Memorandum
POTUS—President of the United States

PPBE—Planning, Programming, Budgeting, and Execution

RPA—Reserve Personnel Appropriation

SWOB—Secretary of War Orders Book

SecAF—Secretary of the Air Force

SecWar—Secretary of War

SEP—Service Exercise Plan

SF—Space Force

SIF—Service Incremental Funding

SOFA—Status of Forces Agreement

SPAFORGEN—Space Force Generation

SPFI—Space Force Instruction

SSC—Space Systems Command

STARCOM—Space Training and Readiness Command

STARTEX—Start of Exercise

TACON—Tactical Control

TDY—Temporary Duty

TPFDD—Time-Phased Force Deployment Data

TTP—Tactics, Techniques, and Procedures

UCP—Unified Command Plan

UPM—Unit Prep Message

US—United States

USAF—United States Air Force

USC—United States Code

USG—United States Government

USSF—United States Space Force

USSOCOM—United States Special Operations Command

WG—Working Group

WRM—War Reserve Materiel

Terms

After Action Review (AAR)—A process designed by a commander or director to provide commanders direct feedback on the accomplishment of selected METs, conditions, and standards stated in terms of TOs for the commander to evaluate training proficiency. Also an analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event.

Allocated Force—Those forces, individuals, and resources provided by the President or SecWar to a CCDR, not already assigned to that CCDR, for execution. (GFMIG)

Assigned Force—Those units, equipment, and resources that have been placed under the COCOM of a unified commander by the Secretary of a Military Department and by the direction of the SecWar in the “Forces For Unified Commands” memorandum in accordance with title 10, US Code, section 162, or per the GFMIG. (US Code and GFMIG)

Capability Readiness—Commander’s subjective assessment of the unit’s ability to accomplish tasks based on the full-spectrum mission(s) for which the unit was designed (core mission).

Chairman’s Exercise Program—Exercises scheduled and sponsored by the Chairman of the Joint Chiefs of Staff that examine plans, policies, and procedures under a variety of crisis situations. These strategic-national level joint exercises are intended to improve the readiness of US forces to perform joint operations, and as appropriate, to integrate non-DoW and interagency partners to improve overall United States Government readiness.

Defense Readiness Reporting System – Strategic (DRRS-S)—The single DoW readiness system that implements Title 10, United States Code, Section 117. All unit capabilities must be identified, and its readiness status reported in DRRS-S readiness reports.

Exercise—A military maneuver or simulated wartime operation involving planning, preparation, and execution that is carried out for the purpose of training and evaluation. (JP 3-34 20 Feb 2025). For USSF, STARCOM will provide exercise support to include executing the exercise on behalf of another FIELDCOM

Exercise Sourcing—Identification of forces or capabilities that are made available to fulfill valid requested exercise requirements.

Experiment—An empirical means of establishing cause-and-effect relationships through the manipulation of independent variables and measurement of dependent variables in a controlled environment (“Guide for Understanding and Implementing Defense Experimentation,” 2006).

Force Employment—Force Employment involves planning, force management, and decision making required to fulfill the defense objectives of the NDS and US national interests in the NSS.

Force Generation—is the military operation that develops and provides forces for projection and employment to enable military effects across the operating environments. (AFI 10-401)

Joint Mission Essential Task list—A joint force commander's list of priority joint tasks, derived from plans and orders, along with associated conditions and measurable standards, constitutes the joint force commander's warfighting requirements.

Joint Exercise Program—The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their campaign plan engagement activities. CCDR designated JEP events train to both mission capability requirements described in the command JMETL, as well as support theater and/or global/world-wide security cooperation requirements as directed in theater or campaign plan. CCDR designated JEP events include CCMD service component, joint, and multinational training events. JNTC-accredited service and USSOCOM training program events are included within the JEP.

Joint Training Tool—CJCS's authoritative system of record providing a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate data required to execute the JTS. All DoW components use JTT to develop and manage their joint training and exercise programs.

Master Event Calendar—USSF exercise enterprise schedule compiled from JTT and the SEP. The MEC provides USSF senior leaders, commanders and exercise planners a single source calendar of operational exercise events and participants.

National Exercise Program (NEP) —The NEP is a top-down driven exercise framework under the leadership of the White House that is the basis for coordination of federal exercises across all departments and agencies of the federal government.

Readiness—The ability of military forces to fight and meet the demands of designed (core) and assigned missions. See also national military strategy. (JP 1, Vol 2)

Resource Readiness—A unit commander's objective assessment of the unit's ability to provide operational equipment and trained personnel to execute the full-spectrum mission(s) for which the unit was organized (core mission).

Service Exercise Plan—A prioritized list of named exercises based on the SF/S3/4/7's exercise guidance memorandum that provides a detailed look into USSF resources presented for each exercise.

Service Force Provider (SFP)—A subcategory of FP. An organization designated by the Military Department Secretaries to provide trained and ready forces to CCMDs as directed by the Secretary of War. Possesses authorities, as delegated by the Secretary to Military Department Secretaries (that Secretaries may further delegate) to exercise training and readiness oversight, and provide global sourcing recommendations. (GFMIG)

Service Retained Force—Operational forces not assigned to a CCMD that remain assigned to the Secretary of the Military Department. (GFMIG)

Training events—distinguished from exercises. A training event focuses primarily on improving individual or collective ability to perform. An exercise focuses primarily on evaluating capability, or an element of capability (such as a plan or policy). (CJCSM 3500-03E)

Unassigned Forces—Forces that are not assigned to a CCMD according to title 10, US Code, section 162 and remain assigned to the Military Department or service to carry out functions of the Secretary of a Military Department according to title 10, US Code, sections 7013, 8013, and 9013.

Unit readiness—The ability of a unit to provide capabilities required by the CCDRs to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (CJCS Guide 3401)

Wargame—A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real-world situation. (CJCSI 3500.01J)