CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

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JOINT TRAINING RESOURCES FOR THE
ARMED FORCES OF THE UNITED STATES

References: See Enclosure E.

1. <u>Purpose</u>. This manual provides guidance for implementing Chairman of the Joint Chiefs of Staff (CJCS) policy for planning and managing joint training resources managed by the Joint Staff J-7 while providing limited visibility into other training resources where appropriate as prescribed in references a-u.

2. <u>Superseded//Cancellation</u>. CJCSI 3511.01B, 24 June 2011, "Joint Exercise Transportation Program," is canceled by this publication.

3. <u>Applicability</u>. This Chairman of the Joint Chiefs of Staff manual (CJCSM) applies to the Combatant Commands (CCMDs), Services, Reserve Components (RCs), the National Guard Bureau (NGB), combat support agencies (CSAs), the Joint Staff, and other joint organizations. The required actions for those organizations participating in joint training events are contained in reference a.

4. <u>Procedures</u>. See Enclosures A-D.

5. <u>Summary of Changes</u>. This manual incorporates major sections from the canceled CJCSI 3511.01B, 24 June 2011, "Joint Exercise Transportation Program" and includes sections removed from the CJCSM 3500.03D, "Joint Training Manual."

6. <u>Releasability</u>. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: <http://www.dtic.mil/cjcs_directives/>. Joint Staff activities may also obtain access via the SIPR Directives Electronic Library Web sites.

7. <u>Effective Date</u>. This MANUAL is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

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INTRODUCTION

1. <u>Purpose</u>. This manual describes resources available to CCMDs, Services, RC, NGB, CSAs, Joint Staff, and other joint organizations to plan, program, and budget joint training in accordance with (IAW) the policy, guidance, and processes promulgated in CJCSI 3500.01 (reference a), CJCSM 3500.03 (reference b), and DoDD 1322.18 (reference c). This manual provides detailed guidance on joint funding, joint transportation, and joint training support resources and their processes and procedures. For the purpose of this manual, the term resource pertains to funding, materials, personnel and other assets available to support joint training. Reference c defines joint training as, training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements that the Combatant Commanders (CCDR) consider necessary to execute their assigned or anticipated missions.

2. <u>Background</u>. DoD Components use the processes of the Joint Training System to develop joint training programs to plan, execute, and assess training based on mission-essential tasks. Consistent with joint training policy (reference a), DoD Components conduct exercises for various purposes which include joint training and engagement activities. Joint training resources are used in three types of exercise programs.

    a. Chairman's Exercise Program (CEP) – The CEP is designed to improve capability and the readiness of U.S. 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 CEP is a means for the Chairman, through the Joint Staff, to coordinate interagency and CCMD participation in strategic, national-level joint exercises.

    b. Joint Exercise Program (JEP) – The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their Campaign Plan (CP) engagement activities. CCDR designated JEP events train to both mission capability requirements described in the command joint mission-essential task list (JMETL), as well as support theater and/or global/world-wide security cooperation requirements as directed in theater or global campaign plans. CCDR designated JEP events include CCMD Service Component, joint, and multinational training events. JNTC-accredited Service and U.S. Special Operations Command (USSOCOM) training program events are included within the JEP. The JEP is discussed in detail in Appendix D to Enclosure B.

c. Service Training Programs – Joint training includes Service training of forces in universal joint tasks (UJT) and joint interoperability requirements. Service Joint Training programs prepare Service forces to operate as a member of a joint force under command and control (mission command) of a CCDR. This advanced joint training is provided and enhanced through the JNTC program.

3. <u>Joint Training Resources</u>. CCDRs must synchronize the command's joint training programs, security cooperation planning, Service Component training programs, as well as external support from other CCMDs, CSAs, and supporting joint organizations. The ability to maximize joint training depends upon an understanding and effective management of available joint training resources to improve joint force readiness. All training resources must be planned, programmed, budgeted, and executed IAW established policies and procedures to ensure the most effective and efficient joint training programs.

a. Financial – The primary funding source for joint training is the Combatant Commanders Exercise Engagement Training Transformation (CE2T2) program. Humanitarian Assistance (HA), managed by the Defense Security Cooperation Agency (DSCA), and Humanitarian and Civic Assistance (HCA), managed by the Joint Staff J-5 Deputy Directorate for Global Policy and Partnership, are additional funding resources CCMDs and Services may incorporate into their joint training programs. DSCA is also the program manager for the Warsaw Initiative Fund (WIF) which provides support to developing nations that are members of the Partnership for Peace program. The Security Assistance Management Manual (SAMM), section 10, chapter 11 has information regarding WIF (reference d). Exercise Related Construction (ERC) includes unspecified minor construction supporting in-progress or planned exercises in foreign countries and is centrally managed by the Joint Staff J-4 Logistics Directorate as outlined in reference e. CCDR's and Services may also use the authorities of 10 USC § 2010 and 10 USC § 1203, administered by Joint Staff J-7, to fund training with partner nations (PN).

b. Transportation – The Chairman, the CCDRs, and their components use strategic transportation support through the U.S. Transportation Command (USTRANSCOM) for joint training, multinational/combined training, and joint pre-deployment training during exercise execution.

c. Joint Training Support – There are many other training enablers available to DoD Components for development of their joint training programs as described below.

(1) Individual joint training activities, such as academic instruction, distributed learning, organizational and institutional training, and on-the-job training, designed to develop joint core competencies, support joint activities

and programs, or enable joint collective and/or staff training. Individual joint training can be delivered through Web-based portals such as Joint Knowledge Online (JKO); military training institutions; commercial training programs; and locally produced and delivered training.

(2) Joint live, virtual, and constructive training capabilities, seminars, war games, table-top exercises (TTX), assessment, and training ranges used to conduct or support joint training.

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ENCLOSURE B

FUNDING

1. <u>Funding Overview</u>. There are various appropriations available to fund joint training. The largest funding source for joint training is the OSD Defense-Wide CE2T2 account which contains the Operations & Maintenance (O&M), Procurement (PDW), and Research, Development, Test and Evaluation (RDT&E) appropriations. The Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) appropriation funds HA projects. The Defense-Wide unspecified worldwide locations, unspecified minor construction appropriation funds ERC projects. DoD Components have various roles and responsibilities when using these appropriations to fund joint training.

2. <u>CE2T2 Governance Forums</u>. CE2T2, as described in the Training Transformation (T2) Strategic Plan (reference f), has a governance structure that consists of five elements.

    a. The Executive Steering Group (ESG) at the General Officer/Flag Officer (G/FO) level meets as required to provide strategic guidance and resolve conflicted funding allocation decisions. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is the chair for the ESG. Other members include the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)), the Under Secretary of Defense (Comptroller), (USD(C)), the Under Secretary of Defense for Policy, (USD(P)), the Under Secretary of Defense for Intelligence (USD(I)), the Director of Cost Assessment and Program Evaluation (CAPE), the Director of the Joint Staff (DJS), the Services and USSOCOM.

    b. The Senior Advisory Group (SAG) is a three-star body co-chaired by the Deputy Assistant Secretary of Defense for Readiness (DASD(R)) and the Director for Joint Force Development, Joint Staff J-7 (DJ7). The SAG convenes to deconflict unresolved issues and serves as the fiscal governing body. The SAG provides strategic direction for all joint training efforts, reviews the Program Objective Memorandum (POM) and adjudicates funding and priority decisions. Members include those from the ESG as well as the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)), and the CCMDs.

    c. A Synchronization (Sync) Board, that also serves as the POM panel, consists of the Director, Office of the Secretary of Defense (OSD), Force Readiness and Training (FR&T), and the Vice Director, Joint Staff J-7 (VDJ-7 Pentagon). This board provides G/FO and Senior Executive Service level guidance and decisions on a more routine basis throughout the year based on stakeholder recommendations. The SAG and ESG described above exist to resolve issues when consensus is not reached.

d. There are two coordinating bodies that meet periodically throughout the fiscal year to frame issues and recommend decisions regarding program policy and financial execution to the Sync Board. The CE2 Stakeholder Leadership Team (SLT) serves as the CE2 component program body and the JNTC Corporate Board (CB) serves as the T2 component program body.

3. Roles and Responsibilities in the Funding Process

    a. Office of the Under Secretary of Defense for Personnel and Readiness – OUSD(P&R) provides oversight of the CE2T2 account as the resource sponsor through the Director, OSD/TRS, and co-chairs both the SAG and Sync Board with Joint Staff J-7.

    b. CCMD and Service Roles – The importance of the roles of the CCMDs and Services in joint training/theater engagement and the funding process cannot be overemphasized. The accuracy of CCMD and Service requirements and the viability of CCMD joint training programs contributes to the ability of the Joint Staff and OSD (FR&T) to successfully describe and defend the program. Quality input with regard to the impact of reduced funding levels provides background used to answer questions which arise during the budget review process, and to defend requirements against proposed changes. CCMDs may also verbalize the importance of funding via other avenues such as Integrated Priority Lists, the POM and direct input to OSD and Congress.

    c. Joint Staff J-7 has management responsibility for the CE2T2 Defense-Wide Account. CE2T2 provides enabling capabilities that enrich the training environment for Services and CCMDs and supports CCDR training and theater engagement. Joint Staff J-7 also provides oversight of CCMD and Service planning for use of 10 U.S.C. § 1203 and 2010.

4. CE2T2 Planning, Programming, Budgeting, and Execution

    a. Early in the calendar year, the DASD(R) publishes the Program Goals & Objectives to provide strategic guidance for the CE2T2 POM and annual Program Execution Plan (PEP). Upon publication of the Resource Management Document (RMD), OSD/FR&T distributes the funding controls for the upcoming fiscal years as part of the Future Years Defense Program (FYDP). CE2T2 stakeholders identify their program requirements through the POM process each spring approximately 18 months prior to the execution year. The Joint Staff J-7, along with other stakeholders, develops the PEP prior to the execution year using the FYDP controls. The Joint Staff J-7 manages CE2T2 funding throughout the year of execution utilizing the OSD Web-based database, the Execution Management System (EMS). Stakeholders must use this system to provide required entries for cash allocation, commitment, obligation, and expenditure plans for the year of execution. Authorized access to this system is reserved for government personnel only and contractors with

a valid nondisclosure-agreement on file with OSD/FR&T. Stakeholders are required to input actual commitment, obligation and expenditure data by the 7th day of each calendar month to provide OSD/FR&T the most current financial status of the program. Public Law states that a program cannot obligate more than 20 percent during the last two months of the fiscal year. Monthly reporting of actual obligations in EMS allows OSD/FR&T to predict the feasibility of achieving this obligation benchmark.

b. Financial terminology – The DoD Financial Management Regulation 7000.14-R (reference g) provides the following definitions.

(1) Commitment – An administrative reservation of funds based on firm procurement requests, unaccepted customer orders, directives, and equivalent instruments.

(2) Obligation – Amount representing orders placed, contracts awarded, services received, and similar transactions during an accounting period that will require payment during the same, or a future, period. This includes payments for which obligations previously have not been recorded and adjustments for differences between obligations previously recorded and actual payments to liquidate those obligations.

(3) Expenditure – A charge to an account or an actual disbursement of funds in return for goods or services.

c. Unfunded Requirements (UFR) – Stakeholders may submit UFRs to OSD/FR&T through Joint Staff J-7 Deputy Directorate for Program Management Activities (DD PMA) to compete for unused funding returned to the CE2T2 enterprise. Joint Staff J-7 DD PMA will coordinate with stakeholders to provide an enterprise-recommended prioritized UFR list to the Sync Board for approval.

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APPENDIX A TO ENCLOSURE B

COMBATANT COMMANDERS EXERCISE ENGAGEMENT

1. Introduction. The CE2 program provides resources that support a realistic training environment for CCDRs to maintain trained and ready forces, exercise their plans (CONPLANS, OPLANs, CP), and conduct joint and multinational training. DoD established this program in fiscal year 2008 as a result of Program Budget Decision 709 (December 2006) which consolidated joint training resources into the existing Training Transformation (T2) portfolio and formed the CE2T2 Defense-Wide account. This merge made CE2 a third operative training component of T2 on the same organizational level as the previously existing components, the JNTC and Joint Knowledge Development and Distribution Capability (JKDDC) now known as JKO. JKO is the Joint Staff J-7 program of record for online joint training that implements and operationalizes the OSD T2 JKDDC.

2. Purpose. The purpose of this appendix is to describe the CE2 program and codify the methods and procedures for CCMDs and Services to access CE2 resources through the governance structure. The subordinate programs described in this appendix are the significant programs within CE2.

3. CE2 Program Description. CE2 provides resources for individual and collective joint training requirements identified in CCDR's joint training plans (JTP) and CPs. This program identifies resources as three major categories of funding for CCMD and Service participation in joint training: transportation, a CCDR training and exercises account, and incremental funding for Service participation.

   a. The Joint Exercise Transportation Program (JETP) funds strategic transportation to include airlift, sealift, commercial ticket program (CTP), port handling (PH), the small commercial cargo program (SCCP), and inland transportation (IT) for joint training events (Enclosure C).

   b. CCDR Training and Exercises (formerly Headquarters Support) provides funding to CCMDs to execute the joint training identified in their JTP. It funds personnel travel and per diem for exercise planning conferences and exercise event support, intra-theater transportation, consultant advisory and assistance services, equipment and supplies, and operation and maintenance of training support facilities and equipment. Funding supports small scale events through major command and national-level or command-linked exercises. These events exercise CCMD key capabilities to ensure readiness to conduct assigned missions. This program also funds the operation, evaluation, and integration of solutions to link U.S. and coalition simulation systems, training networks,

simulators, ranges, and training areas into a single high-quality training environment to support major training events.

c. Service Incremental Funding (SIF) provides funds to offset the costs of Service requirements for participation in CCMD exercises, exclusive of JETP requirements, including travel and per diem for attendance at planning conferences and exercise events. These incremental funds cover costs above the normal operating costs of Service participation in CCMD exercises. An extensive list of valid SIF expenses is outlined in chapter 5 of reference h.

4. Training Enablers. Other key training enablers managed by Joint Staff J-7 DD JT include the following:

a. The Joint Training Information Management System (JTIMS) provides the CCMDs and Services a Web-based, collaborative automated tool set supporting all four phases of the joint training system. JTIMS is used to document joint training events for CE2T2 funding and to manage strategic lift requirements.

b. Joint Staff J-7 provides training support to CCDR joint, interagency, and multinational training. The Joint Staff J-7 provides common joint training support and maintains overarching architectures and standards for joint training that address exercise support and maintenance of training infrastructure, to include distributed modeling and simulation capabilities. It also enables blended learning training with unique development of exercise prerequisite online courses and tailored blended learning training packages (BLTP) which include JKO Web-based training courses (including existing courses and new development) and small group scenario trainer (SGST) exercise scenario(s).

c. The Joint Deployment Training Center (JDTC) provides joint operations community, joint exercises, and Professional Military Education institutions with basic to advanced functional training and education support on doctrinal command and control (C2) processes with emphasis on the systems and tools which enable decision makers to plan and execute joint deployments, global force management, and situational awareness of forces, equipment, and supplies. Current C2 processes and systems covered in the curriculum include:

(1) Joint Deployment Process with emphasis on the Joint Operation Planning and Execution System (JOPES).

(2) Global Force Management Process with emphasis on Joint Capabilities Requirements Manager.

(3) Situational Awareness Process with emphasis on Common Operational Picture.

(4) Situational Awareness Process with emphasis on Integrated Imagery and Intelligence.

(5) JDTC curriculum and lesson plans are developed in direct collaboration with the joint operations community and Defense Information Systems Agency (DISA). In turn, JDTC produces joint certified personnel with current, relevant knowledge and understanding of the value of information to decision makers and the competencies to translate complex operational data into timely, accurate reports. The JDTC has the ability to provide the CCMDs over-the-shoulder training for academic sessions, staff exercises, joint exercises, and real-world contingencies, when required, requested, and funded.

5. CE2 Organization. The CE2 program is comprised of stakeholders from the nine unified CCMDs, the four Services, and the Joint Staff J-7.

a. The SLT is the coordination body established for stakeholders to address CE2 issues in a collaborative venue. The CE2 SLT is comprised of primary and advisory members and is chaired by the Joint Staff J-7. Primary members consist of representatives (principal plus two) from each CCMD, the Services, and the Joint Staff J-7 Deputy Directorate for Joint Training (Joint Staff J-7 DD JT). Primary members are the voting members for their organization and request realignment of resources through the program manager and prioritize allocation of discretionary spending. Advisory members support the SLT coordination and collaboration process and do not vote. Standing advisory members are from the OSD/FR&T and Joint Staff J-7. The CSAs and other organizations may become advisory members by invitation from a primary member and approval by the SLT.

b. The CE2 SLT meets quarterly either by Secure Video Teleconference or in person as resources allow.

c. The Joint Staff J-7 serves two distinct functions for the CE2 SLT: program management and program execution.

(1) CE2 Program Management – The Joint Staff J-7 DD PMA chairs the CE2 SLT and serves as the program manager on behalf of the resource sponsor (OSD/FR&T) and Director, Joint Staff J-7. In this role, Joint Staff J-7 DD PMA is the Chairman with convening authority for the CE2 SLT. Joint Staff J-7 DD PMA ensures an enterprise-wide perspective across the entire CE2T2 account for the benefit of the joint force, working in conjunction with OSD/FR&T to ensure management and oversight of CE2. The Joint Staff J-7 DD PMA also serves as the program manager for JETP.

(2) CE2 Program Execution – Joint Staff J-7 DD JT executes CE2 programs that benefit the entire joint force and, in this role, serves as a primary member of the CE2 SLT. The Joint Staff J-7 DD JT executes the J-7 Support to CCMD Exercises and JTIMS programs. The Joint Staff J-7 Deputy Directorate for Joint Education and Doctrine (Joint Staff J-7 DD JED) executes the JDTC program.

d. OSD/FR&T serves as a standing advisory member of the CE2 SLT and is the CE2T2 program resource sponsor.

6. <u>Combat Support Agency and Interagency Participation</u>. Integration of CSA and interagency partners in Department integrated operations training activities is fundamental to achieve mission capability requirements. CCMDs and Services should program funding for CSA and interagency partners integration. CE2 funds are authorized for use by CCMDs and Services to help augment costs associated with CSA and interagency participation in joint events throughout the Joint Event Life Cycle (JELC) process, including planning and Master Scenario Event List (MSEL) conferences, academics, and exercise execution.

7. <u>Funding Reallocation</u>. CCMDs are authorized reallocation between O&M program budget lines in accordance with established thresholds within the year of execution. OUSD(P&R) policy provides reallocation budget thresholds within the year of execution for O&M funds.

APPENDIX B TO ENCLOSURE B

JOINT NATIONAL TRAINING CAPABILITY

1. Introduction. The JNTC supports joint force training. Implementation of JNTC enables joint context and capabilities that support the joint training environment for Services and CCMDs, thereby benefiting the entire joint force. Established in 2004 as an operative training component of T2, JNTC improves joint training and supports CCDR and Service training plans by increasing joint context in Service training and integrating programs through a global distributed training environment. JNTC provides a live, virtual, and constructive joint training environment through the Global Joint Training Infrastructure (GJTI) and certified training networks. JNTC adheres to a program-centric approach in order to improve the joint training enterprise through development of persistent joint training capabilities available to Service training programs rather than investing in singular training events. This program-centric approach allows distribution of joint training capabilities directly through established Service training programs while ensuring consistency with joint training objectives and compliance with enterprise standards. JNTC was founded on and persists today using four collective training pillars:

    a. Realistic Operational Training – Reinforces joint context, employs joint doctrine and TTPs, and focuses on live training augmented by appropriate constructive and virtual simulations.

    b. Robust Opposing and Situational Forces (OPFOR/SITFOR) – Replicates realistic, diverse, and multi-dimensional threats and challenges for the joint training audience. OPFOR/SITFOR must be adaptable and facilitate the development of innovative competencies across all warfighting domains.

    c. Ground Truth Data – Required to maintain effective event control and for use in feedback and debriefing during joint training events. This data must include forces and range instrumentation integrated with joint observer/ trainers.

    d. Feedback and After Action Reporting Mechanisms – Provides the training audience feedback on joint performance outcomes, provides access to concepts and doctrine and feeds essential lessons learned between ongoing operations and training venues.

2. Purpose. The purpose of this appendix is to describe JNTC and codify the methods and procedures for the joint training community to access JNTC through the governance model. In addition, this appendix establishes key roles and responsibilities of JNTC stakeholders and process management of JNTC

subordinate programs. The subordinate programs described in the annexes are the significant programs within JNTC which realize the T2 collective training pillars. In accordance with title 10, U.S.C., § 167, USSOCOM is responsible to train, organize and equip forces, and is a recognized Service equivalent for JNTC purposes.

3. <u>JNTC Program Description</u>. JNTC complements other collective joint training programs by extending joint context into Service training programs primarily at the tactical level. JNTC addresses Service joint training issues by first assessing the joint training environment through accreditation of training programs and certification of sites, and then identifying solutions to mitigate shortfalls. Through continuous engagement with stakeholders, JNTC processes are designed to assist in prioritizing shortfalls and implementing solutions to ensure joint force objectives are met. JNTC establishes architectures and associated standards necessary to synchronize select Service and CCMD training infrastructures.

   a. JNTC is resourced through the CE2T2 program and has two types of funding: direct funding and adaptive training capability (ATC) funding. Funding level is determined through the annual POM process. During CE2T2 PEP development, the JNTC CB will assess the requirements of each stakeholder. Direct funds are principally baseline joint training capabilities, to include sustainment and investments. Specific allocations of ATC funds are determined three to six months prior to execution year during the PEP development process. JNTC budget processes are described in detail in the annual JNTC Program Budget Request (PBR) Development and Assessment Guidance.

   b. ATC funds enable the joint force to be responsive to the pace of changing warfighter operational concepts, updated best practices, and fluid threat environments. ATC funds provide a planned approach to rapidly adapt training methods and transform capabilities across the joint force. ATC has the ability to accept more risk than JNTC direct funds and should benefit the entire joint training enterprise more than the submitting stakeholder. ATC targets emerging and innovative requirements with solid transition plans for the sponsoring stakeholder to either complete the project within a specified period or assume the responsibility of the funding in future years. Details for ATC execution are described in the annual CE2T2 PEP.

4. <u>JNTC Organization</u>. JNTC is organized using a decentralized, collaborative model that ensures operations are executed at the lowest level with accurate and timely feedback. JNTC stakeholders are the Services, USSOCOM, and Joint Staff J-7.

a. JNTC CB – The JNTC CB is the forum established for convening stakeholder leadership to address JNTC issues. The CB is comprised of primary and advisory members and is chaired by the Joint Staff J-7. The primary members are representatives from each Service, USSOCOM, and Joint Staff J-7 DD JT. Primary members have the responsibility to vote for and represent their organization. Standing advisory members are from the OSD/FR&T and Joint Staff J-7 DD PMA. Advisory members support the coordination and collaboration process but do not vote. CCMD's have a standing invitation to participate as advisory members. Other agencies and organizations (CSAs, NGB, IA, etc.) may become advisory members on a case-by-case basis to address specific joint training matters by invitation from a primary member and approval from the JNTC CB Chair.

b. The JNTC CB provides guidance for JNTC activities and ensures the intent of JNTC by annually reviewing and assessing Service, USSOCOM, and Joint Staff J-7 joint training programs to ensure joint context is maintained. The JNTC CB addresses joint training issues, recommending solutions to the CE2T2 governance bodies for consideration and approval. The JNTC CB, through a collaborative process, recommends spend plans for each fiscal year to the CE2T2 governance bodies.

c. JNTC CB Schedule – The JNTC CB meets at least quarterly as described below. The Joint Staff J-7 will provide updates on fiscal year execution, Service joint training support, and GJTI support and development at scheduled CB meetings.

(1) First Quarter – Budget Process Review to improve budget processes and recommend changes to the JNTC PEP Development and Assessment Guidance, receive Accreditation/Certification (A/C) briefs, and approve recommendations for the JNTC A/C program.

(2) Second Quarter – CB and Mid-Year Review to review mid-year fiscal execution, conduct the semiannual Joint Training Coordination Conference (JTCC), review and endorse POM inputs, and receive program updates.

(3) Third Quarter – CB Meeting to assess all JNTC PBRs and conduct reassessment as necessary.

(4) Fourth Quarter – Conduct the semiannual JTCC, review and endorse the PEP, and receive program updates as required.

5. Responsibilities, Roles, and Functions

a. Services and USSOCOM – The four Services and USSOCOM are primary members of the JNTC CB. Primary members attend all JNTC CB meetings and

participate in processes to determine recommendations to the CE2T2 governance bodies. Individual Services and USSOCOM execute their current year budgets and concurrently develop and submit their future JNTC budget request for the next fiscal year.

b. The Joint Staff J-7 serves two separate and distinct functions for JNTC processes: program management and program execution.

(1) JNTC Program Management – The Joint Staff J-7 chairs the JNTC CB and serves as the JNTC program manager on behalf of the resource sponsor and Director, Joint Staff J-7. In this role, Joint Staff J-7 is the Chairman with convening authority for the JNTC CB. Joint Staff J-7 ensures an enterprise-wide perspective across the entire CE2T2 account for the benefit of the joint force, working in conjunction with OSD/FR&T to ensure management and oversight of JNTC. Lastly, the Joint Staff J-7 manages the joint investment database (JIDB).

(2) JNTC Program Execution – Joint Staff J-7 executes JNTC programs that benefit the entire joint force and, in this role, serves as a primary member of the JNTC CB. The Joint Staff J-7 executes JNTC Accreditation, Certification, and Mitigation processes; the Joint Training Coordination Program (JTCP); the Joint Terminal Attack Controller (JTAC) Training Program; JNTC OPFOR; and the GJTI.

c. OSD/FR&T – OSD/FR&T serves as an advisory member of the JNTC CB and is the CE2T2 program resource sponsor.

6. <u>Funding</u>. The JNTC program provides funding for Service training programs with capabilities that enhance joint context for the four Services, USSOCOM, and the Joint Staff J-7. These funds are described as Service-direct, Joint Staff J-7 JNTC direct, and ATC funding.

a. Service-direct – All JNTC resourcing must support CCMD and Service joint training needs. Service-direct funding is provided to the Services for their execution to support baseline joint training capabilities for their training programs. These resources reside within the CE2T2 account and access to them occurs on the basis of jointness within the JNTC business process. This includes Service sustainment and investments in JNTC joint capabilities and cost increases associated with joint context for those permanent capabilities needed for a Service's forces to satisfy Service unique exercises and training capabilities.

(1) As proposed by the budget owner and validated by the JNTC CB, stakeholders are responsible for determining the allocation of their Service-direct funding. Direct funds are primarily used to fund the core ongoing joint

capabilities that promote the joint interactions at CCMD and Service training programs. These generally include subject matter expert (SME) support that is persistent, but required to promote joint activities. These funds are also used to support the overall administration of the JNTC program. With discretionary funds, Services are able to distribute some benefit from the program to JNTC stakeholders, continue development of joint capabilities. Additionally, this funding allows the JNTC program to develop technologies that although Service-centric, provide benefit to the joint community. Activities like upgrades to interfaces from JNTC Air, Space, and Cyber simulations systems when federated in the Joint Live Virtual Constructive (JLVC) allow all participants to benefit from the effects these generate.

(2) Appropriate uses for this type of funding include: program management, joint operational support, Joint Training Enterprise Network (JTEN) sustainment, modeling and simulations (M&S) development, SME, and joint infrastructure. Examples are SMEs used to ensure other Service training objectives are built into the event designs and various training venues.

b. Joint Staff J-7 JNTC direct – Direct funding is used by Joint Staff J7 to support baseline training capabilities for the training enterprise that provide joint context. This includes those joint context sustainment costs added to CCMD or Service-training programs directly attributable to JNTC objectives and not normally an expense for the executing command. This definition includes program management, training program operational support, and training environment infrastructure, including JTEN and M&S; research and development to develop or enable new technologies to satisfy joint training capabilities; and JNTC procurements that build the joint infrastructure.

c. ATC program – The items that compete for adaptive program funding differ from those funded through direct sources in two ways.

(1) First, these are focused on improving the joint operating environment by addressing the joint training gaps and seams between the Services. Examples, such as the Air Operations Center (AOC) response cell and the surrogate predator PBRs, submitted by the Air Force, provide benefit to other Service programs as well. Without ATC and depending upon title 10 funding, these items would not provide (from the Service perspective) a high enough training value to justify the funding, but provide great benefit to the other Services. This funding is also intended to bring lasting capability to the joint community for a limited funding duration. Items like OPFOR equipment, networking equipment and other development projects of limited duration that will be used for long duration are appropriate for adaptive funding.

(2) Adaptive funding is also used to fund new capabilities in response to changing operational conditions. This currently allows the program to

develop additional capabilities in the area of space and cyber training development. Requests for ATC funds must meet three criteria: there is a compelling justification for using joint funds; the training is primarily joint in nature; and funding is not used to supplement Service program funding shortfalls. ATC funds enable the Joint Force to be responsive to the pace of changing Warfighter operational concepts and best practices, along with the pace of changing threat environments. ATC funds provide a planned approach to rapidly adapt training methods and capabilities across the Services and CCMD (for investment funds only) in order to support development of Joint Force 2020.

(3) ATC has the ability to accept more risk than JNTC direct funds and should benefit the entire joint training enterprise more than the submitter. Strong candidates for ATC funding are emerging and innovative requirements with solid transition plans for the sponsoring stakeholder to either complete the project within a few years or assume the responsibility of funding in out years. There is no guarantee that funded requirements in one fiscal year will be funded in out years.

(4) Joint Terminal Attack Controller – The JTAC continuation training program provides a process for Services and USSOCOM to enable participation of JTACs/Joint Fires Officers (JFO) into already scheduled close air support training sorties in order to maximize the training value for all participants. This program does not provide for initial qualification training, but fulfills annual currency requirements for certified JTACs and JFOs. The individual Services retain the responsibility to qualify their respective JTACs and JFOs. Within available resources, JNTC provides funding to cover lodging, travel, rental vehicles (if necessary) and per diem expenses to increase the number of jointly trained JTACs/JFOs for deployment in support of combat operations.

d. Scope – Funds are available for each appropriation (RDT&E, Procurement Defense-Wide, and O&M). Projects funded under these programs are reviewed annually based on operational, technical (when required), and programmatic criteria to ensure critical enhancements are delivered within optimal schedule and cost.

7. <u>Processes</u>

a. POM Development – Service and Joint Staff J-7 stakeholders submit Service-direct and adaptive requirements to the Director, FR&T each spring in preparation for the POM panel in accordance with POM development guidance provided by OSD/FR&T. The Director, OSD/FR&T is the office of primary responsibility (OPR) for the ATC POM with support from Joint Staff J-7.

b. PEP PBR Development

(1) These JNTC direct and adaptive requirements are submitted on an annual basis using the PBR form within the JIDB. Specific instructions for submitting and assessing PBRs can be found in the JNTC PEP Development and Assessment Guidance.

(2) CCMDs may submit PBRs for ATC investment funding through an appropriate sponsor, i.e., a Service, USSOCOM, or Joint Staff J-7.

c. Funds Execution

(1) Business Rules – Each stakeholder will upload their obligation and cash allocation plans in the OSD financial database, EMS, once the database is open and prior to the beginning of the fiscal year. EMS includes individual sub-program lines for each stakeholder and appropriation. Each stakeholder is required to update monthly obligations within EMS by the 7th of every month. Joint Staff J-7 will manage returned funds jointly with OSD using inputs from the JNTC CB. Funds returned prior to the JNTC Mid-Year Review will be adjudicated at the review.

(2) Resources will be funded externally through Washington Headquarters Services (WHS) via Military Interdepartmental Purchasing Request (MIPR) or Funding Authorization Documents (FAD) in accordance with the individual stakeholder's preference. To process the MIPR each claimant is required to submit a JNTC Requirement Execution Request (RER) (see MIPR processing procedures below).

(3) MIPR Processing Procedures

(a) Joint Staff J-7 and OSD process MIPR requests.

(b) WHS releases the MIPR and informs OSD and Agent. Agent is the receiving organization activity.

(c) OSD sends copy of MIPR to Joint Staff J-7 and Services.

(d) Services and Agents work to get contract awarded and/or reimbursable funds accepted.

(e) Once action is complete, Services provide OSD/FR&T a copy of contract or acceptance.

(f) OSD/FR&T updates WHS and Defense Finance and Accounting Service (DFAS); money is obligated.

(g) OSD sends out weekly reports to all claimants who have active MIPRs; report shows when money is obligated.

(h) Services update EMS indicating obligations and expenditures.

ANNEX A TO APPENDIX B TO ENCLOSURE B

JOINT TRAINING COORDINATION PROGRAM

1. <u>Joint Training Coordination Program</u>. The JTCP is a mitigation measure to address a chronic and recurring shortfall identified through JNTC A/C. JTCP identifies units from one or more Services to participate in another Service's training program. The JTCP is one of the most important annual JNTC contributions to Service joint training programs. The goal for JTCP is the identification of availability of assets and associated funding for joint training. JTCP brings Services and USSOCOM together to coordinate mutual training objectives and identify the forces for training.

2. <u>Purpose</u>. JTCP provides a process that enables Services and USSOCOM to conduct continuous and routine coordination, planning, scheduling, and resourcing for Service/Special Operations Forces (SOF) forces to participate in joint training conducted by other Services. JTCP enables Service programs to conduct joint and interoperability training on critical UJTs in order to meet readiness requirements. Within available resources, JTCP covers Service/ USSOCOM training programs that are accredited by JNTC and lack the appropriate joint forces from other Services required to train on a UJT.

3. <u>Products and Deliverables</u>. Joint Staff J-7 conducts semi-annual planning conferences to coincide with Service/USSOCOM training schedule development and regional CCDR scheduling. Joint Staff J-7 conducts regularly scheduled working group teleconferences to enable Services and USSOCOM to identify complementary training requirements for other Service participation in training.

4. <u>JTCP Process</u>

   a. Planning – Services and USSOCOM provide an initial prioritized list of requirements for review within the JTCP process in order to train their forces in the joint environment.

   b. Coordination – Coordination is provided through JTCP working groups and periodic conferences. The intent of the process is to schedule organizations and capabilities beyond the Service annual training schedule development, 16 to 18 months prior to FY execution. The result of this coordination is the development of a mutually agreed-upon level of participation and support within these programs.

c. JTCC – This semi-annual conference provides the JNTC CB an opportunity to review issues for all Service JNTC Accredited training programs related to JTCP.

(1) Participation in the JTCC includes decision-making representatives from Joint Staff J-7 (Chair); each Service designated joint training representative; and a USSOCOM training representative.

(2) Agenda Items – Each Service and USSOCOM will brief their training schedule and requirements for other Service participation in their joint training events. These briefings will inform other interested parties. Participants should bring a tentative schedule of joint training events/exercises for the subsequent two fiscal years. The outcome of the JTCC is a draft of the extent to which Services can participate in or support other Service's training.

d. Execution – Separate from the challenge of scheduling Service joint training, the funding of the JTCP is competed for annually and is highly variable. Services fund their own title 10 requirements, so funding for inter-Service training needs is available through JTCP. Services are required to prepare and submit quarterly update reports and update the CE2T2 EMS as it relates to JTCP expenditures. In case of revisions, JTCP stakeholders will update the on-line JTCP Planning and Execution Tool (JPET) with the most current joint participants for their training programs. The JTCP manager will coordinate the reprogramming or reallocation of identified excess funds with the CE2T2 Program Manager.

5. <u>Roles and Responsibilities</u>

a. Joint Staff J-7 is the JTCC Chair – The Chair publishes the JTCC announcement message and agenda 60 days in advance of the meeting; facilitates the JTCC and records outcomes in a draft conference report, and transmits the conference report to all interested parties. Joint Staff J-7 is also responsible to provide semi-annual JTCP progress briefs to the JNTC CB; provide historical data/plan information with current Service contact lists; post annual plan of action with milestones and read-aheads; and manage training and execution of the JPET.

b. Services or USSOCOM (Training Program Owners) provide decision making representation to the JTCC and JTCP working groups. They provide an initial list of prioritized joint training events requesting JTCP support; are prepared to discuss Service/Service Component joint training opportunities and force requirements; and collaborate to coordinate participation in joint and interoperability training within their training programs.

ANNEX B TO APPENDIX B TO ENCLOSURE B

JNTC OPPOSING FORCES PROGRAM

1. JNTC Opposing Forces Program. The OPFOR program coordinates and synchronizes OPFOR/situational forces (SITFOR) portrayal and representation at JNTC accredited programs and certified sites across the Services and USSOCOM to ensure a relevant and realistic operational environment is available within the joint training environment. There are many threat capabilities that affect all the Services/USSOCOM and span multiple domains where a synchronized approach is more effective and efficient than individual initiatives or solutions. The OPFOR program provides a means for collaboratively identifying shortfalls in replicating realistic threat capabilities and developing solutions that benefit the joint community by providing challenging training environments.

2. Purpose. The OPFOR program assists the Services and USSOCOM in developing specific and accurate needs statements, identifying and analyzing potential solutions, and deciding on specific solutions to coordinate the development and fielding of capabilities that provide a credible adversary representation in support of JNTC affiliated programs. Importantly, the program will investigate the utility of using already fielded Service solutions in mitigating joint training shortfalls across the joint training community.

3. Products and Deliverables. An OPFOR program that consistently maintains an inter-Service training focus to coordinate and synchronize OPFOR capabilities. Generally outputs will include: Concise statements describing Service/USSOCOM joint training shortfalls involving replication of threat capabilities; periodic program status briefings, as requested, to JNTC governance authority and stakeholders; and assessments of already fielded solutions. Specific products and services that may be decided upon for JNTC funding will be determined through the JNTC PBR process.

4. OPFOR Program Process

    a. Analysis – The program will identify OPFOR products and concepts that respond to specific capability requirements for Service training programs to meet CCMD training requirements. Joint Staff J-7 JNTC OPFOR staff will conduct investigations of on-going OPFOR related initiatives to identify overlaps and work to eliminate unjustified duplication. The program seeks to identify a consolidated, cross-Service technical approach, and identify holistic solutions.

    b. JNTC A/C and Mitigation – The OPFOR staff provide expertise and visibility on issues identified during A/C and on solutions investigated during

mitigation. The staff also promotes coordination, cooperation, compatibility, interoperability, and mutual understanding between the Services on issues and matters related to technology development of OPFOR solutions.

   c. JNTC OPFOR Coordination Team – Joint Staff J-7 assists the community in developing documentation required to support the overall OPFOR plan. This includes: program acquisition strategy, system architectures, fielding, validation, and life cycle issues for OPFOR initiatives. The team will support the community in conducting studies and analyses aimed at improving the OPFOR process.

      (1) Team Composition – JNTC OPFOR Manager and OPFOR SMEs designated by Services, USSOCOM, and other activities as required.

      (2) Team Responsibilities and Authorities – Each representative should possess the authority and be responsible for representing their organization on all matters addressed by the community team. The JNTC OPFOR Manager prepares for and conducts community meetings, generates and distributes minutes, and ensures that all matters reviewed are given due consideration. Forwards team recommendations for action.

5. <u>Roles and Responsibilities</u>

   a. Joint Staff J-7 schedules and hosts periodic OPFOR Coordination Team Meetings. Joint Staff J-7 also coordinates the development and maintenance of a database of available OPFOR organizations and capabilities; develops and maintains a collaborative on-line Joint OPFOR portal page for both unclassified and classified content; collects and presents identified shortfalls in Service joint training OPFOR portrayal for analysis and solution identification; leads the OPFOR Coordination Team in deriving effective and efficient use of limited Service and joint OPFOR assets; and facilitates inter-Service mechanics of sharing OPFOR assets.

   b. Services and USSOCOM provide a representative to the OPFOR Coordination Team knowledgeable in Service OPFOR capabilities and OPFOR shortfalls. These representatives assist in developing concise OPFOR capability need statements and in developing solutions; and collaborate with other Services/Service Components to coordinate OPFOR issues within their training programs.

ANNEX C TO APPENDIX B TO ENCLOSURE B

GLOBAL JOINT TRAINING INFRASTRUCTURE

1. <u>Purpose</u>. Through GJTI, the CE2T2 enterprise designs, develops, and provides access to the joint training environment (JTE). GJTI provides a persistent, on demand capability that supports planning and execution of joint training and warfighter capability development to drive joint context deeper into the operating force. Flagship enterprise capabilities include the JLVC M&S federation that is capable of generating the training battle space from tactical to strategic levels and the JTEN that globally distributes that battle space in support of CCMD and Service joint training events.

2. <u>Goal and Objective</u>. The goal of GJTI is to enable the distribution of joint training worldwide in support of CCMDs and Services. The objective of GJTI is to develop and field cost saving technologies and lean planning and execution processes to provide a more sustainable JTE.

3. <u>Processes</u>. The enterprise uses computer simulation to replicate the complex operational environment in the training battle space to enable CCMDs and Services to train for joint operations. M&S tools also have the capability of feeding simulated information directly to real-world C2 systems (for example – Global Command and Control System or GCCS). The JTEN is a joint and coalition training network which provides worldwide connectivity and delivers a realistic operational environment to training audiences.

    a. M&S Support Overview and Process – Dedicated M&S support is provided to Joint Staff J-7 approved events. These events are scheduled and de-conflicted between the CCMD J-7's and representatives from Joint Staff J-7 DD JT, and published on a schedule maintained by Joint Staff J-7 DD JT. M&S support to events not listed on the approved Joint Staff J-7 DD JT schedule must be routed via the Out-of-Cycle Request process (Enclosure D, Appendix A) for Joint Staff J-7 approval 90 days prior to the event.

        (1) Upon Joint Staff J-7 approval, Joint Staff J-7 DD JT assigns a technical team to support an event from its inception through to its completion. The technical team is organized by task to meet the objectives of a particular event. The technical team is led by military and government civilian planners and augmented by contractors. This contractor team performs multiple tasks and provides deliverables. It includes model operators; communication technician operators; C2 system operators; model instructor and controller operators; computer technicians; audio video technicians; voice over internet protocol operators; system administrators; Web developers;

information assurance compliance and reporting specialists; and intelligence systems technicians.

(2) The technical team provides M&S support under the direction of a lead Joint Staff J-7 CCMD Desk Officer or Service Event Planner. The level of M&S support is determined during the design and planning stages of the JELC. The M&S tools selected are based on training objectives, the training audience (strategic to tactical), and available resources. The supported CCMD or Service makes the final decision on the M&S architecture.

(3) Once the M&S architecture decision has been made, a detailed M&S testing phase begins. Event testing plays an integral part in ensuring that the M&S system(s) and data sets can accurately execute operations, reflect representative results, and create the realistic operational environment that supports the training objectives. Part of the process includes identification and validation of database characteristics. This is achieved with support from the CCMD or Service. Service title 10 M&S capability is integrated into the JLVC during the federation development process described later. However, confirmation that the integration is working properly occurs during the event testing process and directly involves the Service M&S practitioners. Another important process of the M&S testing phase is the identification of shortfalls requiring programing corrections or manual work-around procedures. Normally, the testing phase includes an Event Functional Test and an Event Operational Test. In the end, the M&S testing phase ensures that all technical systems are fully functional and provide a realistic representation of the operational environment.

(4) The culmination of the M&S planning and testing efforts is event execution. In the weeks preceding an event's execution, there is a period of setting-up and internal testing of equipment. For large events, information technology equipment may be shipped to training audience locations worldwide. Normally, the last two events before starting event execution are the communications exercise (COMMEX) and mini-exercise (MINI-EX). The COMMEX and MINI-EX are critical events to ensure connectivity (telephonic, e-mail, models and simulations, etc.) between the Joint Exercise Control Group (JECG) and training audience(s) prior to Startex. Event execution follows the MINI-EX, and represents the largest manpower requirement for Joint Staff J-7. M&S architecture support is normally provided throughout the event's execution phase, and will run continuously through weekends until the event is concluded.

(5) The last phase of the M&S process is the technical after action review (AAR). The technical AAR is held shortly after an event is completed and is designed to capture best practices and document shortfalls. The best

practices are used to update standard operating procedures. The shortfalls are shared with the Environment Operations Division under Joint Staff J-7 DD JT for inclusion in the Training Gaps Analysis Forum (TGAF) process.

   b. JTEN Overview and Request Process – The JTEN may be used to support training exercises, experimentation and concept development activities, and testing events without being designated as a Joint Staff J-7 supported event. JTEN is able to support multiple events simultaneously.

      (1) The process for requesting use of the JTEN begins with an event sponsor contacting a Joint Staff J-7 CCMD Desk Officer or Service Event Planner. Requestors will initiate the support request process 12 weeks prior to the COMMEX, but not later than 10 weeks prior to the COMMEX. Event sponsors may contact the JTEN Network Security and Operations Center (NOSC) directly with a JTEN request, and the NOSC will forward these requests to the appropriate desk officer or event planner. The desk officer or event planner monitors the JTEN request progression through the approval and connection process. After gathering initial information, the desk officer or event planner then coordinates the request with a technical planner.

      (2) The primary role of the technical planner is to ensure that all JTEN approval and connection requirements are met. To accomplish this, the technical planner works closely with the requesting Service or CCMD to accurately diagram the telecommunications architecture. The technical planner also ensures that the JTEN request form is completed and submitted. Critical information on the JTEN request form includes: organization requesting support; event start date and End Date; event time in Zulu; event locations; JTEN Persistent Site participation; JTEN Pod participation (if any); and information assurance (IA) documentation. JTEN requests are located and submitted at the JTEN Event Technical Support site (reference i).

      (3) Once the JTEN request form is completed and submitted, the technical planner submits the request to the Joint Staff J-7 information assurance and computer network defense team not later than eight weeks prior to the communications start date for events involving coalition participation and not later than four weeks prior to the communications start date for U.S. only events. The JTEN NOSC adds the event to the list of approved events and implements specific network configuration changes. The NOSC then monitors the event during execution. If any failures occur, the NOSC will work corrective actions with both the Joint Staff J-7 technical planner and the designated point of contact at the original requesting organization.

   c. JLVC Development Overview and Process – Joint Staff J-7 provides the technical engineering and management capability for developing the current

JLVC Federation and its follow-on capability called JLVC-2020. The JLVC provides warfighters with joint simulations; event planning; execution and assessment tools; and data management required to generate a relevant JTE for training across Services, CCMDs, Agencies, and multi-national partners. The JLVC enables the JTE to support a full range of military operations including land, sea, air, space, cyber, logistics, intelligence, and special operations. The development capability includes: developing, delivering, sustaining the JLVC; researching, identifying and refining technical methods for meeting joint training requirements; prototyping, developing and integrating new capabilities into the JTE; networking and data infrastructure engineering; and configuration management and control.

   d. TGAF Overview and Process – The TGAF provides a Joint Staff led joint training community of interest that collaboratively address all doctrine, organization, training, materiel, leadership and education, personnel, and facilities aspects of joint training requirements. It is designed to enhance communications and understanding of important joint training issues and shortfalls that limit or prevent the conduct of training as well as facilitate actions required to resolve those issues and shortfalls. This comprehensive approach ensures the Joint Staff, CCMDs and other stakeholders have complete awareness on the total demand for resources needed to close priority joint operational related training gaps.

        (1) The TGAF collects, defines, validates and prioritizes training gaps that may require materiel, non-materiel, technical and non-technical solutions.

        (2) TGAF stakeholders are the trainers and capability developers from each Service and CCMDs. The TGAF is the primary forum for CCMDs and Services to discuss training gaps and potential solution(s) to high interest training issues (HITI) in reference j. The TGAF will annually produce a prioritized list of gaps representing a reliable demand signal from joint training stakeholders to inform and shape resource prioritization. The prioritized list is used by the Services for training development and the JNTC CB to shape the CE2T2 Technical PEP PBR.

        (3) The TGAF is conducted semi-annually and chaired by the Joint Staff J-7. Voting members will be O-6/GS-15 level participants from each Service, CCMD and Joint Staff J-7. Between sessions, prioritized training gaps are refined through a series of working groups led by sponsors working in coordination with other stakeholders and SMEs.

APPENDIX C TO ENCLOSURE B

TRAINING TRANSFORMATION - OTHER

1. <u>Training Transformation - Other</u>. The T2 portion of the CE2T2 program consists of JNTC, and other components that are collectively categorized as T2 Other. These include one component under the direction of OSD/FR&T, the Joint Assessment and Enabling Capability (JAEC), and seven components under the direction of the Joint Staff J-7: JKO; Joint Interoperability Division (JID); Joint Staff Joint Force Development J-7 Core; Joint Targeting School (JTS); Joint Doctrine Support; Joint Simulation System (JSS); and United States Forces Korea (USFK) DoD Joint Live, Virtual, and Constructive Unified Architecture (JLVC UA). Brief descriptions of each follow:

a. The JAEC component ensures systematic assessment of T2 plans, programs, and investments throughout the DoD and continuous improvement of joint force readiness.

b. JKO is the DoD sponsored distributed learning capability for military and civilian individual and staff online training. It is the Joint Staff program of record for joint training delivery. JKO training supports a user base of joint, interagency, inter-government and multinational personnel involved in joint and coalition operations and exercises. JKO develops, delivers, tracks, and reports Web-based joint courses, special area curriculums, immersive simulation training applications and BLTP in support of collective exercises.

c. The JID component operates the Joint Multi-Tactical Data Link School (JMTS) and provides operational support to CCDRs, Services, and CSAs on the employment, planning, and management of tactical data links. Additionally, the JID supports the use of U.S. message text formats for a user base consisting of military, multinational, inter-governmental, and interagency personnel involved in joint and coalition operations.

d. The Joint Staff J-7 Core component resources all base operations for the Joint Staff J-7 Suffolk facility, to include lease costs, utilities, trash services, vehicles, and communications. It also funds government positions that are part of the core support function.

e. The JTS component provides DoD with formal joint targeting training for mid-career operations and intelligence personnel destined for CCMDs, Joint Staff, Defense Agencies, and Service designated positions. JTS provides training through four Joint Staff accredited courses. JTS is the only formal training venue for joint targeting at the operational level of warfare.

f. The Joint Doctrine Support component supports the Chairman's title 10 task to develop joint doctrine through the analysis, assessment, evaluation,

development, and revision of joint and multinational doctrine to advance operational effectiveness. This component is also responsible for management of the UJTL program to support J/AMETL development, planning and execution of joint training, and operational readiness reporting.

g. The JSS component provides Warfighters with joint simulations and tools that enhance and enable joint training across Services, CCMDs, agencies and coalition partners. These joint simulations and tools are a set of training enablers and certified systems that are interoperable and acceptable for usage within the JTE.

h. The USFK JLVC UA component supports a USFK requirement for a jointly accredited, supported, and funded federation of constructive simulations that are both capable of satisfying all joint exercise training requirements in the Korean Theater of Operations, and interoperable with the Republic of Korea (ROK)-developed Korean Simulation System.

2. Funding Requirements and Component Processes

a. T2 Other components represent separate funding lines within the CE2T2 program and receive funding through the CE2T2 POM process. Based on budget controls established by the CE2T2 POM Panel, each component submits budget requirements in the form of one or more PEP PBRs to the Joint Staff J-7 DD PMA detailing how funding will be used during the budget year. These PBRs are source documents used along with CE2 and JNTC component inputs to generate the annual CE2T2 PEP which is, in effect, the totality of the CE2T2 budget for the upcoming fiscal year.

b. Within components, budget development processes are established based on their individual requirements as specified in this appendix.

3. Joint Assessment and Enabling Capability

a. JAEC's mission is to perform strategic and program assessment by providing analytical rigor to: assessing the contributions of the CE2T2 program; assessing Service training, joint training, and joint training enablers; providing portfolio management insight and decision opportunities for CE2T2 leadership; and quantifying and qualifying influences on the joint training community. The JAEC office provides a capability to assess military training throughout the Department and measure the efficacy of T2 investments. Additionally, JAEC provides leadership, governance, and DoD-level advocacy for joint training community needs and initiatives in DoD M&S activities.
b. The JAEC office develops its budget internally based on their support requirements within the focus areas of assessment and DoD M&S. Funding includes contract support, training, and travel.

4. Joint Knowledge Online

    a. JKO mission is to deliver, track, and report online distributed learning in order to enhance individual and staff proficiency in joint operations and improve the operational readiness of the joint enterprise. When directed by higher authority, in concert with DASD(R) and Joint Staff J-7, JKO supports other DoD, CCMD, Service, Interagency, Federal Government, Federal Agency, and mission partner online distributed learning requirements. JKO meets this mission by:

        (1) Providing 24/7 global access to JKO portals (Non-secure Internet Protocol Router Network [NIPRNet] and Secure Internet Protocol Router Network [SIPRNET]) to deliver cost effective and efficient training using state-of-the-art technology.

        (2) Developing and delivering Web-based joint training products, courses, tailored curricula, small group staff training, and immersive mission scenario culture and language training per Congressional, Secretary of Defense, Chairman and JKO stakeholder requirements.

        (3) Tracking, documenting, and reporting DoD-wide completed individual joint training, in order to meet DoD and CCMD mandatory training requirements, as well as Service retirement, promotion, or joint credit criteria.

    b. JKO continues to follow the T2 business model of allocating available resources in accordance with the priorities from the CE2T2 Program Goals and Objectives document, CJCS HITIs as outlined in the Chairman's Joint Training Guidance, Joint Staff J-7 Annual Training Guidance, Joint Staff J-7 DD JT direction, and JKO stakeholder identified requirements.

    c. JKO stakeholder meetings are held in conjunction with the Worldwide Joint Training Conference (WJTC) with the purpose of gaining JKO stakeholders' consensus on JKO program resource execution strategy. JKO stakeholders in attendance represent the Joint Staff, CCMDs, Services, OSD, NGB, CSAs, and Joint Forces Staff College. The Joint Staff J-7 DD JT JKO Division Chief facilitates discussion of the JKO organizational focus, stakeholders' priorities and resource availability to efficiently deliver operationally relevant Web-based training to meet joint training enterprise requirements. Discussion also addresses how to optimally leverage and integrate individual joint training products with prioritized collective training requirements.

    d. JKO operations and maintenance funding is used to satisfy all requirements necessary to provide the CE2T2 stakeholders with a distributed learning capability, and access to Web-based training content. O&M funds are

used for sustainment of the two JKO portals, the JKO Learning Content Management System (LCMS), and Web-based authoring tool (JKO Course Builder), training content development and maintenance, training assessment and reporting, travel, and staff support. Funding provides technical and support services necessary to sustain and maintain current capability, required information assurance monitoring and compliance and documentation, software maintenance and integration with other DoD systems (e.g. Army Training Requirements and Resources System). Additionally, this funding provides for required user support (e.g., JKO Help Desk operation, LCMS training, courseware development and maintenance).

    e. Per reference a, JKO directly supports CCMD exercises by enabling blended learning training with unique development of exercise pre-requisite online courses and tailored Continuum of eLearning BLTP which include JKO Web-based training courses (including existing courses and new development) and SGST exercise scenario(s). JKO blended learning exercise support lends efficiencies to the JELC by raising fundamental proficiencies of individuals coming into exercise participation as well as providing observer/trainers (OT) with demographic learning proficiency data enabling them to target known gaps and training needs.

    f. The JKO program also invests research and development in advanced technology capabilities such as courseware-embedded, intelligent tutor-based, immersive learning environments to enhance Web-based training of joint operators, and enhance their performance in joint assignments.

5. <u>Joint Interoperability Division</u>

    a. JID's mission is to provide training and development of joint, interagency, and multinational interoperability capabilities. The JID is the sole provider of joint and coalition tactical data link and Joint Interface Control Officer (JICO) training for individuals designated as JICOs, Joint Interface Control Cell members, weapon systems operators, unit data link managers, and CCMD and Service interoperability training managers and planners.

    b. The JID, within Joint Staff J-7 DD JED, operates the JMTS and trains approximately 1,700 U.S. and 400 Allied/Coalition students annually. The JID provides joint in-garrison courses, Mobile Training Team (MTT) courses, and Web-based JKO courses. JID MTTs support four CCMD and three coalition exercises per year. The JID maintains nine interoperability courses and a coalition curriculum of eight interoperability courses.

    c. JID courses include instruction in Multi-Tactical Data Link; JICO; Joint Tactical Air Operations; and Link 16 Joint Interoperability.

    d. The JID deconflicts the electronic spectrum of over 900 DoD Link 16 training events monthly (over 10,000 per year) from navigational aids operating in the same frequency band, to maintaining flight safety within the U.S. and Canada. The JID maintains 120 Network Description Documents (NDD) in support of eight CCMDs, four Services, and multiple federal agencies. NDDs describe Tactical Data Link architectures for all operations and exercises worldwide.

    e. JID follows the T2 business model of allocating available resources, in accordance with the OSD PG&O, and documenting these in its program resource execution strategy for review and consensus agreement at the annual Joint Training Committee (JTC) meeting. As a demand-based organization, JID collaborates with stakeholders to identify pertinent joint and coalition individual training requirements and efficiencies. JID engages its stakeholders in the requirements process through such venues as the annual fall JICO Symposium and JTC.

6. Joint Staff J-7 Core

    a. Joint Staff J-7 Core is a T2 funding line that supports Joint Staff J-7 infrastructure to include core government civilian salaries; contract labor for Capstone, Keystone, and Pinnacle; non-exercise travel; base operations; information technology maintenance; and administrative support.

    b. The Joint Staff J-7 Core budget is developed internally based on existing facility contracts/other support cost estimates.

7. Joint Targeting School

    a. The mission of JTS is to provide joint operational targeting training in order to integrate and synchronize joint fires. The JTS provides graduate-level joint operational targeting training to mid-career officers, non-commissioned officers, civilian support, and select Allied partners. These individuals are destined for designated positions on CCMD or Joint Task Force (JTF) J2, J3, or J5 staffs, combined staffs or Service positions involved in joint targeting operations. JTS training directly supports the CE2T2 program purpose to "train for joint operations, improve the realism and robustness of the training environment, and improve joint enabling capabilities."

    b. The goal of the JTS is to provide DoD's foremost joint targeting training to CCMDs and Joint and Combined Task Force operations through advice and education of joint targeting doctrine and concepts to career targeting and fires experts. The JTS provides seven in-residence training sessions conducted throughout the fiscal year, in addition to offering MTTs to CCMDs and their respective components based upon their individual needs.

c. The JTS develops its budget requirements internally. Approximately 80 percent of its T2 budget is allocated towards travel funds in order to conduct MTT visits; the remaining 20% is used for operational expenses. Based on necessity, the JTS typically provides one MTT every six months to U.S. Central Command, U.S. European Command/U.S. Africa Command, and U.S. Pacific Command. Any remaining funds are used to provide emergency training if needed, and allows the JTS to attend required targeting working groups and staff assistance visits throughout the year.

8. <u>Joint Doctrine Support</u>

a. The Joint Staff J-7 DD JED Joint Doctrine Analysis Division (JDAD) is the sole DoD assessment agent for all joint doctrine. Its mission is to assist the CJCS, Joint Staff, CCDRs, Service Chiefs, U.S. interagency, and multinational partners to advance joint and multinational operational effectiveness through the analysis, assessment, evaluation, development, and revision of timely and relevant joint and multinational doctrine. Within the Joint Staff J-7 DD JED, the component also manages the CJCS UJTL program in accordance with references k and l in support of joint and agency mission-essential task development, readiness reporting, joint, and Service training.

b. The goal of the JDAD is to develop timely and relevant joint doctrine and manage the UJTL in support of the Chairman's title 10 tasks.

c. The JDAD ensures doctrine SMEs are available to provide analytical and research capabilities onsite during joint training events and CCMD exercises. While approved joint doctrine is the basis for joint training, experience gained over numerous training events and analysis of training programs can influence the revision or development of joint doctrine publications, especially those portions containing TTPs. Best practices adopted from operational experience and refined and standardized during training should continuously influence the development process.

d. JDAD develops their budget internally. Funding supports civilian and contract labor, training, and travel.

9. <u>Joint Simulation System</u>

a. The JSS component is a T2 funding line that provides warfighters with joint simulations and tools that enhance and enable joint training across Services, CCMDs, agencies, and coalition partners. The joint simulations and tools provided by JSS funding are critical enablers that support the delivery of trained, capable, and interoperable joint forces.

b. JSS RDT&E funding primarily finances M&S development efforts within the Joint Staff J-7 DD JT, in support of Joint Force 2020. This development program, known as JLVC 2020, will eventually replace current models and federations supporting the JTE. JLVC 2020 leverages open source technologies, reusable and discoverable data, composable simulation modules, and enterprise services – all delivered by a service-oriented architecture.

c. JLVC 2020 will be a modular, cloud-enabled framework, providing M&S capabilities through functional building blocks, and will enable new training functionality that is much more responsive to change. These functional building blocks, based on international standards and architectures, will result in a scalable, composable training environment that can be instantiated to meet specific joint training objectives. While JLVC 2020 is being developed, a small amount of JSS O&M funding exists to support current model maintenance.

d. JSS budget requirements are developed internally by Joint Staff J-7 DD JT.

10. <u>United States Forces Korea DoD Joint Live, Virtual, and Constructive Unified Architecture</u>

a. The USFK JLVC UA component is a T2 funding line managed by the Joint Staff J-7. The DoD JLVC UA program supports USFK transition to United States Korea Command by providing an updated joint model and simulation training capability.

b. USFK requires a jointly-accredited, supported, and funded federation of constructive simulations, capable of satisfying all joint exercise training requirements in the Korean Theater of Operations and interoperable with the ROK-developed Korean Simulation System. ROK and U.S. models must be capable of interoperating in a common battlespace that realistically represents the operating environment to all levels of Korean theater exercise training audiences. Additionally, this updated capability provides the theater with a modeling and simulation architecture tied to the JLVC 2020 enterprise architecture of the future.

c. Through T2 RDT&E funding, the JLVC UA strategy is focused on developing a USFK-based live, virtual, and constructive training capability that is fully integrated within the existing Joint Staff J-7 JLVC federation. Its activities are derived from a program of work focused on the system engineering, design, and development of the JLVC 2020 architecture and its associated technical standards; supporting the development of JLVC 2020 Web-based services and applications; development and standardization of the JLVC 2020 data infrastructure; and providing a state-of-the-art technology and

software design that enables cross domain joint training among the U.S., allies, and coalition partners. The objectives of the program are to:

    (1) Ensure federation stability.

    (2) Provide quality assurance testing.

    (3) Ensure the quality of the data sets.

    (4) Reduce the cost of supporting events.

    (5) Reduce staff needed to operate the federation.

    (6) Standardize and simplify the operator interfaces.

    (7) Integrate or build new functionality.

    (8) Support CCMD/Service mission rehearsal or command post exercises.

    (9) Address shortfalls identified by USFK.

    (10) Integrate aggregate federations into the entity federation.

    (11) Sustain and enhance JLVC 2020 support to USFK.

    (12) Provide an enterprise approach to integrate Service, CCMD, and Agency applications and services.

    d. The JLVC UA approach includes the ground maneuver environment as represented by joint and Army constructive simulations. The remaining environment is represented by the Navy's Joint Semi-Automated Forces simulation; the Marine Air-Ground Task Force Tactical Warfare Simulation amphibious operations; and the Air Force Modeling and Simulation Training Toolkit. Joint and Army simulations provide intelligence and other environmental capabilities, including air and logistics, which fully integrate with Joint Staff J-7's JLVC Federation. These simulations are tied together in a High Level Architecture Federation running a common scenario.

    e. JLVC UA budget requirements are developed internally by Joint Staff J-7 DD JT.

APPENDIX D TO ENCLOSURE B

JOINT EXERCISE PROGRAM

1. General. 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 global campaign plans. 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. All JEP designated events must be listed in JTIMS and may be nominated for CE2T2 funding. CCDRs and Services must annually update in JTIMS the CCMD events within the JEP that are CE2T2 funded. The definitive list of exercises that qualify for CE2 funding is managed by the Joint Staff J-7 JETP Manager. This list, organized by fiscal year, is posted to JTIMS in the Information Center by Joint Staff J-7 (reference m). Users can also do a custom query in JTIMS to select all events with the event type "CE2 JEP Event."

    a. Exercises are added to the CE2-funded list through the process described in this appendix. Once events are approved for CE2 funding IAW these procedures, exercise planners are responsible for correct identification of CE2-funded events in JTIMS. This is done in the details tab of the event in JTIMS by selecting the event type. Most CE2 funded events will be identified as "CE2 JEP Event" and "CCMD JEP Event." Additional comments on the event can also be placed under the event type.

    b. Joint exercises are provided to the Joint Staff J-7 by their CCMD sponsor for inclusion in the JEP based on the following criteria:

        (1) Meet the definition of a Joint Exercise as defined in joint training policy (reference a). A joint exercise is a joint military maneuver, simulated wartime operation, or other CJCS- or CCDR-designated event involving joint planning, preparation, execution, and evaluation.

        (2) Be fully coordinated with appropriate Services, commands, and agencies expected to provide support for the exercise. Coordination must include a transportation supportability assessment by USTRANSCOM, when applicable.

        (3) Show a direct relationship to the CCMD's mission capability requirements described in the command JMETL or theater security cooperation requirements documented in the CP.

(4) Able to be funded from within the command's existing POM submissions for CE2 funding (JETP, SIF, CCDR Training and Exercises) or other CCMD/Service funds for the year(s) of execution.

c. The nomination and approval process for new exercises is detailed below:

(1) CCMDs will coordinate supportability for new exercises with their Service Components prior to or during the first quarter of the fiscal year (fall CCMD planning cycle).

(2) Service coordination and supportability assessment within current CE2 budgets must be included in the nomination package to the Joint Staff.

(3) The CCMD nominates new JEP events for CE2 funding at the first quarter CE2 SLT in December by submitting a quad chart (Annex A to this Appendix) and information paper (Annex B to this Appendix) that shows a direct relationship to the CCMD's mission capability requirements, and documented coordination from supporting Services, Commands, and agencies.

(4) Joint Staff J-7, serving as the CJCS's focal point for joint training, reviews the nomination for consistency with the criteria in this appendix. Joint Staff J-7 provides the assessment results to the CCMD prior to the scheduling conference in the Jan/Feb time period of the budget year. If Joint Staff J-7 assesses that the proposed exercise is inconsistent with this criteria, the assessment will be provided to the CCMD for reconsideration. The CCMD may request the nomination and the Joint Staff J-7 assessment be forwarded to OSD(P&R) for adjudication.

(5) Once accepted by the Joint Staff J-7, these CCDR-sponsored exercises are listed in JTIMS as a "CE2 JEP Event" and can use available CCDR Training and Exercises, SIF and JETP funding to include airlift, sealift, port handling, and inland transportation. Joint Staff J-7 provides CE2 SLT stakeholders a list of all CE2-funded JEP events prior to the third quarter SLT in June for review. Stakeholders review and confirm this list of CE2-funded events for the upcoming fiscal year and publication in the upcoming PEP.

d. The JEP does not fund non-U.S. costs or foreign military interaction activities; only exercises in the JEP are eligible for transportation funding under the JEP Element.

2. Nomination Submissions

a. Proposed JEP events will be submitted to the Joint Staff J-7 using the formats at Annexes A and B to this appendix.

   b. The JEP nomination process quad chart at Annex A to this appendix is briefed by the sponsoring command at the first quarter CE2 SLT in December.

   c. The JEP nomination process narrative at Annex B to this appendix is the primary document submitted by organizations to assess the supportability of the new exercise.

3. <u>Exercise Drops and Changes</u>. If a CCMD determines they no longer require CE2 funding for a particular JEP event or the event is no longer needed in the JEP, the CCMD may remove the exercise from the list of CE2-funded JEP events by notifying the Joint Staff J-7 in writing. The CCMD must either delete the event or remove the event type criteria, "CE2 JEP event," in JTIMS to signify this event is no longer part of the JEP or no longer receives CE2 funding.

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ANNEX A TO APPENDIX D TO ENCLOSURE B

JOINT EXERCISE PROGRAM NOMINATION QUAD CHART

The following quad chart is the first of two documents to support the nomination of a new exercise to the CE2 JEP. This quad chart is briefed by the sponsoring command at the first quarter CE2 SLT in December.

Combatant Commands may tailor header to command format

Proposed New JEP CE2 Event

Map showing exercise location(s)

Key Dates

Proposed
CDC:	mmm/yyyy
IPC	mmm/yyyy
MPC	mmm/yyyy
FPC:	mmm/yyyy
Execution:	mmm/yyyy

Combatant Command GEF Linkage:
(Paragraph or table citations may be used to keep unclassified)

The 5 W's

Who: Countries Involved
What: Type of exercise
Where: Identify locations
When: If specific dates are unknown identify FY and quarter of execution
Why: What is the purpose of the exercise?
For example: Military engagement spanning spectrum of regular/irregular warfare; Support U.S. access, basing, training; Strengthen mil to mil and regional security; U.S./Coalition interoperability; etc.

End State: 1-2 bullets describing the intended outcome of the event
1.
2.

Resources

Combatant Command # xx of xx priority event

Types of Units	Units/Personnel (estimate)
TAC Air	
AWACS	
Mechanized Infantry Bn	
ARG/MEU	
SOF/ODA	
Brigade HQ Staff	

(List for example purposes only. Tailor to specific needs)

Projected CE2 Costs:
JETP: $x.xM
SIF: $x.xM (Identify by Service)
CCDR T&E: $x.xM
UFR: $x.xM (If required)

Figure 1. Exercise Nomination Quad Chart

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ANNEX B TO APPENDIX D TO ENCLOSURE B

JOINT EXERCISE PROGRAM NOMINATION PROCESS NARRATIVE

1. General. This narrative format is the second of two documents to support nomination of a new event to the CE2 JEP. The narrative is the primary document organizations will use to assess supportability of the new event.

2. Information Papers. Sponsoring commands will submit narratives as information papers. The following headings will be included as a minimum:

   a. Purpose – Define the purpose of the information paper.

   b. Discussion

      (1) New Exercise Name – If applicable, include a discussion of how the name may change as the exercise matures.

      (2) Background – Discuss commander's guidance that generated the creation of a new exercise. Why is this event needed?

      (3) Exercise Concept: Briefly discuss the scale and scope of the exercise. Include timeframe of exercise execution.

      (4) Guidance for Employment of the Force categorization and link to commander's CP Objectives – Discuss how this exercise fits into strategic guidance for the region.

      (5) USTRANSCOM and component command supportability assessments – Present a summary of comments from the regional Service Components and the initial transportation supportability assessment from USTRANSCOM. These comments will serve as a baseline for additional assessments from Service higher HQ and joint force providers.

      (6) Funding – Discuss the overall budget for the new exercise and what CE2 funds will be required to support the new exercise (JETP, SIF, CCDR Training & Exercises). Provide sufficient detail so Service SIF managers can adequately assess supportability. Identify if additional funding will come from other sources. The narrative must show that the new exercise can be funded from within the command's existing POM submission for CE2 or other CCMD funds for the year of execution. Identify if additional funds will be sought in follow-on POM submissions.

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APPENDIX E TO ENCLOSURE B

DEVELOPING COUNTRIES COMBINED EXERCISE PROGRAM,
TRAINING OF GENERAL PURPOSE U.S. FORCES
WITH FRIENDLY FOREIGN COUNTRIES

1. Introduction. U.S. Forces have access to several statutory authorities to assist foreign PNs to participate in U.S. sponsored events. These authorities include U.S. Code Title 10, Section 2010 (10 U.S.C. § 2010), Developing Countries Combined Exercise Program (DCCEP); and Fiscal Year 2014 National Defense Acquisition Authority Section 1203 (FY 2014 NDAA § 1203), Training of General Purpose U.S. Forces with Friendly Foreign Countries. Joint Staff J-7 reviews and gains approval for DCCEP and Section 1203 requirements.

2. DCCEP. IAW 10 U.S.C. § 2010, the Secretary of Defense, after consultation with the Secretary of State, may pay incremental expenses that are incurred by a developing country as a direct result of participation in a bilateral or multilateral military exercise.

    a. Program Criteria – IAW 10 U.S.C. § 2010, the following criteria must be met to qualify for this program.

        (1) The exercise is undertaken primarily to enhance the security interests of the United States; and

        (2) The Secretary of Defense determines the participation by such country is necessary to the achievement of the fundamental objectives of the exercise, and those objectives cannot be achieved unless the United States provides the incremental expenses incurred by such country.

    b. Country Criteria – DoD uses three lists to determine if a country is eligible to receive DCCEP assistance based on "developing country status".

        (1) These lists are:

            (a) The World Bank's "List of Economies,"

            (b) The International Monetary Fund's (IMF) "World Economic Outlook (WEO)"

            (c) The United Nations Development Programme's (UNDP) "Human Development Report (HDR)"

        (2) The highest income/development categories on each list are labeled as follows: "High Income" on the World Bank "List of Economies"; "Advanced"

on the IMF WEO; and "Very High Human Development" on the UNDP (HDR). A country that does not meet the "developing country" criteria is considered a "high income country" and is not eligible for DCCEP funding.

      (a) If a country is listed in the highest income/development category on one list, but is listed in a lower category on the remaining two lists, the country is considered a "developing country."

      (b) If a country is listed in the highest income/development category on any two lists, but is listed in a lower category on the remaining list, the country is considered a "high income country."

      (c) If a country is listed in the highest income/development category on one list, but is listed in a lower category on one other list, and does not appear on the third list, the country is considered a "high income country."

      (3) DCCEP funding for a "high income country" requires a request for an exception to policy, which must be approved by the Assistant Secretary of Defense for Strategy, Plans, and Forces (ASD SPF) or his/her designated representative.

  c. <u>Program Management</u>

      (1) Proposal Submission – The Joint Staff J-7 validates Geographic Combatant Command (GCC) requirements, coordinates with the Department of State (DoS), and obtains approval from OSD.

      (a) Annual Submission

        <u>1</u>. GCCs must develop and submit their annual DCCEP requirements to the Joint Staff J-7 NLT 1 April for OSD approval prior to 1 October.

        <u>2</u>. GCCs must request DCCEP authority for all known exercises and are encouraged to account for all potential PN participants and their respective expenditures that might be supported with DCCEP funding.

      (b) Out-of-Cycle (OoC) Proposals

        <u>1</u>. Previously approved proposals that require resubmission or emergent requirements that were not included in the annual submission will be processed as OoC proposals.

        <u>2</u>. GCCs will submit OoC proposals to the Joint Staff on a quarterly basis to avoid individual processing. OSD will approve all GCCs'

quarterly OoC proposals as one package, 10 days prior to the beginning of each quarter.

3. GCCs will submit OoC proposals for the quarter the "Critical Notification Date" (CND) falls in. CND is defined as the "no later than" date by when the GCC must know if DCCEP authority is granted or not. The CND must be at least one day prior to exercise/event execution.

4. GCCs will submit their quarterly OoC proposals to the Joint Staff 60 days prior to the beginning of the quarter:

> 1st Quarter * (1 Nov – 31 Dec)   due on 1 Aug
> 2d Quarter   (1 Jan – 31 Mar)   due on 1 Nov
> 3d Quarter   (1 Apr – 30 Jun)   due on 1 Feb
> 4th Quarter** (1 Jul – 31 Oct)   due on 1 May
>
> * Will be approved by OSD as part of the annual submission.
> ** All proposals for exercises/events with a CND in October will be submitted as 1st quarter OoC submission of the previous fiscal year to receive approval in June.

(c) Urgent Requirements

1. A proposal submitted outside of the annual and quarterly OoC submissions and with less than 60 day notice prior to the CND will be considered an "Urgent Requirement" (UR).

2. An UR will require a G/FO signed justification letter that explains the urgency of the requirement and the reason why the submission could not be made earlier or be processed with the next quarterly OoC submission. Figure 2 provides the template for the Letter of Lateness.

(d) Approval for Event Life Cycle – All exercises are approved for DCCEP authority for the entire event life cycle (to include planning, execution, and after action events), which can span more than one FY, while remaining subject to funding availability.

CLASSIFICATION

COMMANDER, US XXXCOM
XXXXX, APO AE XXXXX-XXXX

Reply Zip Code:
XXXXX-XXXX   Date

MEMORANDUM FOR DIRECTOR, JOINT CHIEFS OF STAFF, PENTAGON,
                WASHINGTON, DC 20318-7000

Subject: DEVELOPING COUNTRY COMBINED EXERCISE PROGAM (DCCEP) Or
        FY 2014 NDAA SECTION 1203 – LETTER OF LATENESS (U)

    1. (X) USXXXXCOM respectfully submits this Letter of Lateness for the late
submission of the (DCCEP or Section 1203) Request for Authority for (Exercise
Name).

    2. (X) Justification: (Give a justification for the late submission and briefly
outline steps taken to preclude late (DCCEP or Section 1203) submissions in the
future).

    3. (X) My point of contact is Lieutenant Colonel Joe Exercise, XXX,
USXXXCOM, DSN (XXX) 123-4567, JOEEXERCISE@XXXcom.smil.mil.

SNUFFY SMITH
MG, U.S. XXXX
Director for Operations

Attachments:
(DCCEP or Section 1203) Request for Authority – Exercise/Training event name,
Execution date(s), Date of First Need

CLASSIFICATION

Figure 2. Template for Letter of Lateness

(e) Limits of Authority. DCCEP authority is granted for the specific combination of exercise, exercise location, participating country(ies), and gross amount of support to be provided.

1. Adding countries to a previously approved DCCEP proposal requires a resubmission of the entire proposed requirement.

2. A change of location (for exercise execution not planning conference) requires a resubmission. Location changes in CONUS or within the same country do not require a resubmission.

3. Expenditure increases of 20 percent or greater than the approved amount on a previously approved requirement requires a resubmission.

4. A resubmission is not required if a previously approved country(ies) elects not to participate or reduces its participation in an exercise.

5. Authority granted under the original proposal remains in effect until the resubmission is approved.

6. Resubmissions are usually treated as OoC requirements.

7. GCCs must notify the Joint Staff J-7 Program Manager if an exercise with DCCEP authority is canceled.

d. Coordination. Prior to granting DCCEP authority, each proposal is reviewed by the appropriate regional Deputy Assistant Secretary of Defense, the Office of the General Counsel, the Joint Staff, and DoS.

(1) Approval Authority. On behalf of the Secretary of Defense, the ASD SPF is the DCCEP approval authority.

(2) Interagency Coordination. 10 U.S.C. § 2010 requires DoS concurrence before providing assistance to PNs under this authority. Before ASD SPF grants DCCEP authority, the Joint Staff J-7 coordinates with the Assistant Secretary of State for Political-Military Affairs seeking concurrence for DCCEP requirements.

e. DCCEP funds are programmed and dispensed by the GCC executive agents (Services). OSD and Joint Staff J-7 do not control or have access to DCCEP funds. It is GCC responsibility to coordinate DCCEP funding with their Service executive agent.

f. JTIMS is the joint training system of record. Exercises supported by DCCEP authority must be entered into JTIMS.

g. Proposal Submission. Proposals will be submitted to the Joint Staff J-7 DD PMA.

(1) Format. DCCEP proposals must be submitted in the "Request for Authority" Form. The form is available from Joint Staff J-7 DD PMA.

(2) Security markings

(a) Proposals must be marked IAW reference n. Incorrectly marked proposals will be returned by the Joint Staff without action until corrected.

(b) Regardless of the proposal classification, proposals must be submitted to the Joint Staff via SIPRNET.

(3) Writing Guidelines

(a) DCCEP provides authority to train with foreign forces if such training is in U.S. security interests. The proposal must highlight that the training is undertaken primarily to serve U.S. national security interests. Proposals that do not describe the exercise in terms of U.S. national security interests and/or lacking substantiating information will to be returned by the Joint Staff without action until revised.

(b) Each requirement will be reviewed on its own merit, so it must be a self-contained, stand-alone proposal that succinctly describes the requirement and enables the reader to determine if the requirement meets the standards broadly defined by 10 U.S.C. § 2010 (a)(1) and (a)(2).

(c) Proposals should not contain entire copied and pasted sections or multiple paragraphs from other documents such as the CCMD's CP but rather provide a relevant summarized narrative and reference appropriate sections of these guiding documents.

(d) Acronyms must be spelled out when used for the first time in each proposal.

(e) Proposals will be also be reviewed by non-military entities, so military jargon should be avoided, and events should be described in common terms.

(4) Multiple Proposal Submission

(a) A submission of multiple DCCEP proposals should be consolidated into a single MS Word document.

(b) The submission must include a Table of Contents that lists the exercises in chronological order based on the CND and summarizes the key information below. The template is available from Joint Staff J-7 DD PMA.

<u>1</u>. Exercise Name.

<u>2</u>. CND.

<u>3</u>. Countries to Receive Assistance.

<u>4</u>. Gross total amount (in USD) of assistance to be provided for each exercise.

<u>5</u>. Gross total amount (in USD) of assistance to be provided for the fiscal year.

<u>6</u>. Total Number of Proposals Submitted.

<u>7</u>. Page Number of Proposal

(5) <u>Request for Authority Template</u>. GCCs must use the Request for Authority template provided in Figure 3 when requesting DCCEP authority. The DCCEP proposal is prepared using the following Request for Authority Template information.

(a) Requesting GCC – Identify the GCC requesting DCCEP authority.

(b) FY – This field identifies in which FY DCCEP was requested. DCCEP authority is granted for the duration of the exercise event life cycle, which can span more than one FY, subject to funding availability. In such cases, list only the FY in which the CND falls.

(c) Name of Exercise – Provide the name of the exercise and the series number if applicable.

(d) Service/Sub Component(s) – Identify the Service/Sub Component(s) if applicable.

(e) Location(s) – List the location(s) of exercise execution only.

(f) Exercise Details

<u>1</u>. Type of exercise, e.g., Mission Rehearsal Exercise (MRX), Field Training Exercise (FTX), Command Post Exercise (CPX).

<u>2</u>. Multinational nature (bilateral or multilateral).

<u>3</u>. Frequency, e.g., annual, quarterly, or biannual.

<u>4</u>. Main purpose of the exercise, e.g., development of skills for Humanitarian Assistance and Disaster Relief (HADR).

<u>5</u>. Succinct overview of the training scenario.

(g) Exercise Dates – Provide actual or projected start and end dates of the first supporting event, e.g., Initial Planning Conference, exercise execution, and last supporting event, e.g., After Action Meeting. This information is especially important if the exercise spans more than one fiscal year.

(h) PNs to Receive Assistance

<u>1</u>. Identify the "country owning" GCC and list countries in alphabetical order. For context, also identify separately other participating countries or provide the total number of participating countries.

<u>2</u>. List only countries eligible to receive assistance under 10 U.S.C. Section 2010. To avoid OoC resubmissions of previously approved proposals requesting additional countries to be added, proposals should include all DCCEP eligible countries for which DCCEP authority might be needed.

<u>3</u>. Occasionally, it is in the interest of the U.S. for participants from outside the exercise hosting GCC's Area of Responsibility (AOR) to participate in a training event. For example, a participant from USAFRICOM's AOR could be participating in a USCENTCOM training event. It is the responsibility of the GCC hosting the exercise to coordinate with the "country owning" GCC and determine which GCC will provide O&M funds to support the DCCEP funding assistance requirement. Proposals will identify the coordination POC from the "country owning" GCC.

       <u>4</u>. For OoC proposals that request authority for an additional country(ies), use the following format:

           Addition:
-   USCENTCOM: Tajikistan.
           Previously approved:
-   USEUCOM: Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia.

       (i) PN Participation – Provide the number of PN participants (for which authority is requested for) and their roles during the training event execution. Only address the PN(s) DCCEP authority is requested for.

       (j) Assistance Summary – For DCCEP purpose, as defined in 10 USC § 2010, the term "incremental expenses" means the reasonable and proper cost of the goods and services that are consumed by a developing country as a direct result of that country's participation in a bilateral or multilateral exercise with the United States, including rations, fuel, training ammunition, and transportation. Incremental expenses do not include pay, allowances and other normal costs of such country's personnel.

       (k) Provide an estimate to the nearest $1,000.

       <u>1</u>. The Joint Staff and OSD review the summary of assistance to ensure expenditures are for actual incremental expenses and costs are reasonable.

       <u>2</u>. Descriptions should be detailed enough for a non-fiscal resource manager to understand the general nature of the goods or services being provided to PNs.

       <u>3</u>. For OoC proposals, only list the expenditures required to support additional DCCEP eligible countries.

       (l) CND

       <u>1</u>. CND is defined as the date by when the requesting GCC must know if DCCEP authority is granted. The CND might be a few days, weeks, or months prior to exercise execution to provide enough time to coordinate with the PN, arrange travel/lodging, or meet fiscal requirements.

       <u>2</u>. This date must be at least one day prior to the start date of the exercise execution.

<u>3</u>. Proposals submitted in the annual submission cannot identify a CND prior to 1 October. Exercises that execute in October and require approval prior to 1 October will be submitted as part of the previous FY's 4th quarter OoC Submission.

<u>4</u>. For OoC proposals, the CND must fall in the quarter the submission is for.

(m) GCC DCCEP Point of Contact – Identify the individual the Joint Staff should contact with requests for additional information.

(n) U.S. Security Interests – Exercises executed under DCCEP authority must support U.S. national security interests. Identify the exercise's main strategic, operational, and tactical objectives supporting U.S. security interests. If the training benefit derived by the developing country is in the U.S. security interests, describe it in such terms in this section.

(o) U.S. Readiness Objectives – The proposal must highlight that the exercise is undertaken to benefit the U.S. training audience and which unit mission essential tasks are being trained.

(p) PN Response – Identify if the PN would likely cancel or degrade participation in the exercise if DCCEP funding assistance would not be provided.

(q) Impact on the United States – Describe the impact on U.S. security interests and readiness if DCCEP funding assistance would not be provided.

(r) GCC Legal Review – Each proposal must be reviewed by a judge advocate or civilian attorney from the requesting GCC. The proposal will include the review date and identify the responsible judge advocate or civilian attorney who provided the legal review.

(s) GCC O6/GS15 Approval – Each proposal must be reviewed and approved by an O6/GS15 GCC HQ staff member.

CLASSIFICATION (portion mark accordingly)

REQUEST FOR AUTHORITY

10 U.S.C. § 2010, Developing Countries Combined Exercise Program

	OVERVIEW					
a.	**Requesting Geographic Combatant Command (GCC)**	e.g. (X) USCENTCOM	b.	**Fiscal Year (FY)**	e.g. (X) FY15	
c.	**Name of Exercise**	e.g. (X) NIFTY NUGGET 16 (NN16)				
d.	**Service(s)/ Component(s)**	e.g. (X) U.S. Marine Corps Forces Central Command (USMARCENT)				
e.	**Location(s)**	Format: (X) Camp X, City X, Country X; Port Y, City Y, Country Y; or Air/Naval Base Z, City Z, Country Z				
f.	**Exercise:** - Type - Multinational (MN) - Frequency - Main Purpose - Scenario	e.g. - (X) Type: Field Training Exercise (FTX) or Command Post Exercise (CPX). - (X) Multinational: Bi-lateral or Multi-lateral. - (X) Frequency: Annual, or Quarterly, or Bi-annual. - (X) Purpose: Develop skills for Humanitarian Assistance and Disaster Relief (HADR) or BPC. - (X) Scenario: Defense scenario based on a belligerent force attacking a friendly foreign partner. Computer simulation will integrate US and host nation led brigade headquarters with sub-ordinate battalion level MN reinforcement forces to counter-attack.				

g.	**Exercise Dates**	Event Life Cycle	Start Date	End Date
		(X) First Supporting Event	DD MMM YYYY	DD MMM YYYY
		(X) Exercise Execution	DD MMM YYYY	DD MMM YYYY
		(X) Last Supporting Event	DD MMM YYYY	DD MMM YYYY

II.	DCCEP INFORMATION	
a.	**Partner Nation (PN):** - PN to Receive Assistance - Other Countries Participating	Format: - (X) USEXCOM: Country X, Country Y. - (X) USZEECOM: Country Z. (X) USZEECOM DCCEP POC: rank, first/last name, phone (Comm/DSN).
b.	**PN Participation:** - Numbers - Roles	e.g. - (X) Country X will participate in the FTX with eight (8) observers. - (X) Country Y will participate in the FTX with 10 personnel as opposing forces.

c.	**Assistance Summary**	Description		Amount
		e.g. (X) Transportation	$	Amount
		e.g. (X) Rations	$	Amount
		e.g. (X) Training Ammunition	$	Amount
		e.g. (X) Fuel	$	Amount
		(X) Other	$	Amount
		TOTAL	$	Amount

d.	**Critical Notification Date (CND)**	DD MMM YYYY
e.	**GCC DCCEP Point of Contact**	Rank, first & last name, GCC HQ, J-Dir, Division, phone (Comm/DSN), SIPR email

Section 2010 Proposal Form, 15 JAN 2015

Current as of   DD MMM YYYY

Classified by:
Reason:
Declassify on:

CLASSIFICATION (portion mark accordingly)

Page 1 of 3

Figure 3. Template for DCCEP Request for Authority

CLASSIFICATION (portion mark accordingly)

REQUEST FOR AUTHORITY

10 U.S.C. § 2010, Developing Countries Combined Exercise Program

III.	U.S. INTERESTS	
This exercise is undertaken primarily to enhance the security interests of the United States.		
a.	U.S. Security Interests	List the main exercise objectives (strategic/operational/tactical) that enhance U.S. security interests.
		e.g. (X) Strategic: - (X) Promote regional stability through relationship building and unity of purpose. - (X) Support U.S. operational access and global freedom of action. (X) Operational: - (X) Enable service component engagement. - (X) Provide U.S. training and improve interoperability with Country X for HADR in the AOR. - (X) Advance military airlift interoperability between the U.S. and Country X. (X) Tactical: - (X) Provide U.S. training airlift, air-land, and airdrop delivery techniques specific to U.S. and Country X.
b.	U.S. Readiness	List the U.S. unit(s)' main Mission Essential Task(s) (METs) supported by this exercise.
		e.g. - (X) TA 1.1.1 Conduct Tactical Airlift - (X) TA 1.2.3 Conduct Amphibious Assault - (X) TA 3.3.1 Coordinate Air Tasking Order - (X) TA 4.4 Conduct Joint Logistics Over the Shore (JLOTS) - (X) TA 5.9.1 Conduct Foreign Humanitarian Assistance - (X) TA 7.4.3.5 Develop Cultural Proficiency
IV.	IMPACT	
a.	PN Response	If DCCEP assistance is not provided, would the PN(s) cancel or descope participation in this exercise?
		e.g. - (X) Country X is not able to self-fund and without DCCEP funding asistance would likely cancel participation in the exercise. Or, - (X) Of the 11 grant aid eligible PNs, six (6) would descope their participation in the exercise, and five (5) are not be able to self-fund at all and would likely cancel participation in the exercise.
b.	Impact on U.S.	Describe the impact on U.S. security interests and readiness if the PN(s) were to cancel or descope participation in this exercise.
		e.g. - (X) This is a bilateral exercise with Country X as the Host Nation (HN). Country X does not permit unilateral U.S. training in its territory. Therefore, lack of DCCEP funding assistance for Country X would put the entire exercise at risk of being cancelled by the HN. - (X) Exercise cancellation would impact the achievement of the U.S. strategic objectives outlined in IIIa. - (X) This exercise is also critical in maintaining the readiness of U.S. forces forward deployed in the region through training at Country X's ranges and training areas. - (X) Exercise cancellation would also prevent U.S. forces to train with and improve interoperability with a potential future mission partner.

CLASSIFICATION (portion mark accordingly)

Page 2 of 3

Figure 3. Template for DCCEP Request for Authority (continued)

CLASSIFICATION (portion mark accordingly)

REQUEST FOR AUTHORITY

10 U.S.C. § 2010, Developing Countries Combined Exercise Program

V.	REVIEW AND APPROVAL		
On behalf of the combatant commander and IAW 10 USC § 2010 (a)(1) and (a)(2), I certify that the exercise is undertaken primarily to enhance the security interests of the United States, participation by the above listed countries is necessary to achieve the fundamental objectives of the exercise, and those objectives cannot be achieved unless the United States provides the incremental expenses incurred by those participating countries.			
a.	**GCC** **Legal Review**	**Review Date**	**Reviewer**
		DD MMM YYYY	Rank, first & last name, GCC HQ, J-Dir, Division, phone (Comm/DSN), SIPR email
b.	**GCC** **O-6/GS-15 Approval**	**Approval Date**	**Approver**
		DD MMM YYYY	Rank, first & last name, GCC HQ, J-Dir, Division, phone (Comm/DSN), SIPR email

CLASSIFICATION (portion mark accordingly)

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Figure 3. Template for DCCEP Request for Authority (continued)

3. <u>Training of General Purpose U.S. Forces with Friendly Foreign Nations</u>. IAW FY 2014 NDAA Section 1203, general purpose forces of the U.S. Armed Forces may train with the military forces or other security forces of a friendly foreign country if the Secretary of Defense determines that it is in the national security interests of the United States to do so. Training may be conducted under Section 1203 only with the prior approval of the Secretary of Defense. Before conducting a training event in or with a foreign country under Section 1203 authority, the Secretary of Defense must seek the concurrence of the Secretary of State.

    a. <u>Program Criteria</u>. IAW FY 2014 NDAA Section 1203 (b), training conducted by U.S. Armed Forces under the provisions of Section 1203 must, to the maximum extent practicable:

        (1) Support the mission essential tasks for which the training unit providing such training is responsible.

        (2) Be with a foreign unit or organization with equipment that is functionally similar to such training unit.

        (3) Include elements that promote observance of and respect for human rights and fundamental freedoms; and respect for legitimate civilian authority within the foreign country or countries concerned.

    b. <u>Country Criteria</u>. DoD does not impose any eligibility criteria to determine if a country is eligible for Section 1203 assistance as a friendly foreign country. However, OSD may not approve training with certain countries under Section 1203 authority for various policy reasons.

    c. <u>Leahy Vetting</u>. Section 1203 training events require Leahy vetting of all foreign forces participating in the event. Training will not initiate until all appropriate vetting is completed, and the commanders, units, or individuals have been approved to participate in the training event.

    d. <u>Program Management</u>

        (1) <u>Proposal Submission</u>. The Joint Staff J-7 DD PMA receives GCC requirements and obtains approval from OSD.

        (a) Quarterly Submissions. Proposals are processed on a quarterly basis. GCCs submit proposals for the quarter the CND falls in. Proposals are due to the Joint Staff 90 days prior to the quarter. For example, a proposal with a CND in the 1st quarter of FY 2016 is due to the Joint Staff on 1 July 2015.

(b) OoC Submissions. Emergent requirements submitted to the Joint Staff outside of the quarterly battle rhythm are considered OoC submissions.

<u>1</u>. OoC proposals require G/FO signed memorandum explaining the circumstances of the late submission. Figure 2 provides the template for the Letter of Lateness.

<u>2</u>. OoC proposals should be coordinated with the Joint Staff J-7 DD PMA office prior to submission. If submitted less than 60 days from the CND, OoC proposals are at risk of not being processed by the CND.

(2) <u>Coordination</u>. Prior to granting Section 1203 authority, each proposal is reviewed by the relevant regional office within OSD, the Office of the General Counsel, the Assistant Secretary for Legislative Affairs, the Office of the Under Secretary of Defense (Comptroller) and the Joint Staff.

(a) <u>Approval Authority</u>. If there are no changes in command relationship of participating U.S. Forces, the Under Secretary of Defense (Policy) is the Section 1203 approval authority. If there are changes to command relationships, the Secretary of Defense approves Section 1203 training events through inclusion in the Secretary of Defense Orders Book.

(b) <u>Interagency Coordination</u>. IAW FY 2014 NDAA Section 1203 (a) (2), the Secretary of Defense seeks DoS concurrence before conducting a training event in or with a foreign country under this authority.

(3) <u>Limits of Authority</u>. Section 1203 authority is for the specific combination of training event, event location, participating country(ies), gross amount of support to be provided, and fiscal year.

(a) Approval in one fiscal year does not mean the combination of training event, event location, country(ies), and amount of support is cleared for subsequent years.

(b) A change of location, the addition of a country(ies), or an increase in the gross amount of support to be provided will require a resubmission of the entire proposed requirement. Authority to provide U.S. Government assistance under the original proposal remains in effect until a resubmission request is approved.

(c) GCCs must notify the Joint Staff J-7 of the following changes to a previously approved event to ensure Congress is properly notified: country no longer participating, postponement, rescheduling, cancellation, or decrease in amount of support.

(4) <u>Worldwide Cap</u>. Section 1203 grants authority to expend no more than $10M across GCCs per fiscal year.

(a) OSD will actively monitor usage, moderate under/over-usage across GCCs, and hold some authority in reserve to accommodate emergent, unforeseen requirements.

(b) Section 1203 provides GCCs and Services the authority to use O&M appropriations; it does not provide additional funding. It is GCC/Service responsibility to coordinate Section 1203 funding.

(5) <u>Congressional Notification</u>. OSD must notify Congress no later than 15 days prior to the start of a training event. OSD approval must be completed prior to congressional notification.

(6) <u>Post-Event Financial Reporting</u>. GCCs will report to Joint Staff actual expenditures for incremental expenses of friendly foreign countries for each approved Section 1203 training event within 45 days of event completion, or within 15 days of receipt of such information from their Service components or sub-unified command (whichever occurs earlier).

(a) In the initial Request for Authority submission, GCCs should make a reasonable estimate on the amount of expenditures for incremental expenses prior to the event start date.

(b) The Joint Staff J-7 Section 1203 Program Manager will provide additional guidance and outline requirements as needed.

(7) Annual Report to Congress. On 1 April each year, OSD will report all training events completed in the previous completed fiscal year. GCCs will submit data to the Joint Staff for the annual Report to Congress NLT 15 February for the expenditures of the previous fiscal year and projection of the training events to be conducted during the 12-month period beginning 1 April of the year in which the report is submitted. The Joint Staff will provide GCCs detailed instructions for annual reporting requirements in early December.

e. <u>Information Management Systems</u>

(1) Section 1203 supported training events must be entered into the Global Theater Security Cooperation Management Information System (G-TSCMIS). G-TSCMIS is the system of record for all GCC, Service, and Agency Security Cooperation activities.

(2) Section 1203 training events linked to a CCMD or Service JEP event must be entered into JTIMS.

(3) Services are encouraged to enter their exercises into JTIMS if there is a Section 1203 training event linked to the exercise.

   f. Proposal Submission

   (1) Format. Section 1203 proposals must be submitted in the "Concept of Operations & Request for Authority" Form (Figure 4). The form provides decision-makers a succinct overview of the proposed training event to enable them to make an informed assessment and decision. The form template is available from Joint Staff J-7 DD PMA.

   (2) Security markings

      (a) Proposals must be marked IAW reference n. Incorrectly marked proposals will be returned by the Joint Staff without action until corrected.

      (b) Regardless of the proposal classification, proposals must be submitted to the Joint Staff via SIPRNET.

   (3) Writing Guidelines

      (a) The proposal must highlight that the training is undertaken primarily to serve U.S. national security interests. Specifically, Section 1203 training events must train U.S. forces in their mission essential tasks (METs), which may include providing security force assistance or building partner capacity. The training benefit derived by friendly foreign forces can be addressed but must be described in the context and in terms of U.S. security interests.

      (b) Each requirement will be reviewed on its own merit, so it must be a self-contained, stand-alone proposal that succinctly describes the requirement and enables the reader to determine if the requirement meets the standards broadly defined in FY 2014 NDAA Section 1203 (a) and (b).

      (c) Proposals should not contain entire copied and pasted sections or multiple paragraphs from other documents such as the GCC's CP but rather provide a relevant summarized narrative and reference appropriate sections of these guiding documents.

      (d) Proposals will be reviewed by non-military entities, so military jargon should be avoided, and events should be described in common terms. Acronyms must be spelled out when used for the first time in each proposal.

(e) Section 1203 proposals not prepared in accordance with this manual will be returned without action until corrected.

(4) Multiple Proposal Submission

(a) A submission of multiple Section 1203 proposals should be consolidated into a single MS Word document.

(b) The submission must include a Table of Contents that lists the training events in chronological order based on the CND. The template is available from Joint Staff J-7 DD PMA.

(5) Request for Authority Form.

(a) Requesting GCC. Identify the GCC requesting Section 1203 authority.

(b) FY. Identify the FY in which the Section 1203 authority will be used.

(c) Name of Training Event. Provide the name of the training event and the series number if applicable.

(d) Service/Sub Component(s). Identify the Service/Sub Component(s) if applicable.

(e) Location. List the location(s) of training event execution only.

(f) Training Event Details

1. Type of training event; e.g. MRX, FTX, CPX.

2. Multinational nature (bilateral or multilateral).

3. Frequency; e.g., annual, quarterly, or biannual.

4. Relationships to other training programs.

5. Main purpose of the training event; e.g., development of skills for HADR or Security Force Assistance.

6. Succinct overview of the training scenario.

(g) Additional Training Element: Describe how the training event will, to the maximum extent practicable, include elements that promote a)

observance of and respect for human rights and fundamental freedoms; and b) respect for legitimate civilian authority within the foreign country(ies) concerned.

(h) Training Event Dates: Provide actual or projected start and end dates.

(i) PN(s) to Receive Assistance/Other Participating Countries.

1. Identify the "country owning" GCC and list countries in alphabetical order. For context, separately also identify other participating countries or provide the total number of participating countries.

2. To avoid OoC resubmissions of previously approved proposals requesting additional countries to be added, proposals should include all potential Section 1203 eligible countries that Section 1203 authority might be needed for.

3. Occasionally, it is in the interest of the United States for participants from outside the training event hosting GCC's AOR to participate in a training event. For example, a country from USAFRICOM's AOR could be participating in a USCENTCOM training event. It is the responsibility of the event hosting GCC to coordinate with the "country owning" GCC and determine which GCC will provide 1203 funding assistance. Proposals will identify the coordination POC from the "country owning" GCC.

(j) PN Participation – Provide the number of PN participants (for which authority is requested for) and their roles during the training event execution. Only address the PN(s) Section 1203 authority is requested for.

(k) Assistance Summary – For Section 1203 purposes, as defined in FY 2014 NDAA Section 1203 (g)(2), the term "incremental expenses" means "the reasonable and proper costs of rations, fuel, training ammunition, transportation, and other goods and services consumed by such country as a direct result of participation in training conducted [...] such term does not include pay, allowances, and other normal costs of such country's military or security forces personnel."

1. Provide at least an estimate to the nearest $1,000.

2. The Joint Staff and OSD review the summary of assistance to ensure expenditures are for actual incremental expenses and costs are reasonable.

<u>3</u>. Descriptions should be detailed enough for a non-fiscal resource manager to understand the general nature of the goods or services being provided to PNs.

(l) Funding Source – Identify the organization that will provide Operations and Maintenance funds for the assistance.

(m) CND

<u>1</u>. CND is defined as the date by when the requesting GCC must know if Section 1203 authority is granted. The CND might be a few days, weeks, or months prior to exercise execution to provide enough time to coordinate with the PN, arrange travel/lodging, or meet fiscal requirements.

<u>2</u>. This date must be at least one day prior to the start date of the exercise/event execution.

(n) GCC Section 1203 Point of Contact (POC). Identify the individual the Joint Staff should contact with requests for additional information.

(o) U.S. Security Interests – Section 1203 training events must support U.S. national security interests. Identify the training event's main strategic, operational, and tactical objectives supporting U.S. security interests. If the training benefit derived by the friendly foreign country is in the U.S. security interests, describe it in such terms in this section.

(p) U.S. Unit(s) – Identify the primary U.S. unit(s) that will be trained.

(q) U.S. Readiness – Identify the U.S. unit(s) METs that will be trained.

(r) Change in Command Relationships – Identify if the training event will involve changes in command relationships of participating U.S. forces. If yes, explain from whom to whom authorities are transferring.

(s) PN Units – Identify the PN unit(s) (must match the unit information on the Human Rights Vetting (HRV) Report), Service affiliation, number of participating personnel, and financial contribution(s) to the training event. Also identify if the PN unit(s) or organization(s) has/have equipment that is functionally similar to such of the participating U.S. unit(s). If so, specify the similar equipment.

(t) PN Physical Contributions – Identify the PN(s) physical contribution(s) to the training event.

(u) PN Response – Identify if the PN would likely cancel or degrade participation in the exercise if Section 1203 funding assistance would not be provided.

(v) Impact on United States – Describe the impact on U.S. security interests and readiness objectives if Section 1203 authority is not granted.

(w) Leahy Vetting – Per 28 May 2014 Secretary of Defense Interim Procedures, all foreign security forces participating in section 1203 training events will be Leahy vetted. The proposal will certify that human rights vetting is completed or that no 1203 program will be initiated until required human rights vetting is completed.

   1. Leahy vetting does NOT need to be initiated or completed before proposal submission to the Joint Staff or prior to the CND.

   2. GCCs will provide the HRV report to the Joint Staff J-7 DD PMA office at least seven (7) days prior to the training event.

(x) Chief of Mission (CoM) Approval – CoM approval is required prior to submission to the Joint Staff, so CoM approvals should be pursued as soon as an event is considered for 1203 authority. The authority to approve on behalf of the CoM can be delegated to a representative such as the Defense Attaché or the senior military representative at the embassy.

(y) GCC Legal Review – Each proposal must be reviewed by a judge advocate or civilian attorney from the requesting GCC. The proposal will include the review date and identify the responsible judge advocate or civilian attorney who provided the legal review.

(z) GCC O-6/GS-15 Approval – Each proposal must be reviewed and approved by an O-6/GS-15 GCC HQ staff member.

CLASSIFICATION (portion mark accordingly)

CONCEPT OF OPERATIONS & REQUEST FOR AUTHORITY

FY2014 NDAA § 1203, Training of General Purpose Forces of the United States Armed Forces with Military and Other Security Forces of Friendly Foreign Countries

I.	OVERVIEW				
a.	**Requesting Geographic Combatant Command (GCC)**	e.g. USCENTCOM	b.	**Fiscal Year (FY)**	e.g. FY15
c.	**Name of Training Event**	e.g. (X) NIFTY NUGGET 16 (NN16) or Readiness Training for Building Partner Capacity (BPC)			
d.	**Service(s) / Sub-Component(s)**	e.g. (X) U.S. Marine Corps Forces Central Command (USMARCENT)			
e.	**Location(s)**	Format: (X) Camp X, City X, Country X; or Port Y, City Y, Country Y; or Air/Naval Base Z, City Z, Country Z			
f.	**Training Event:** - Type - Multinational (MN) - Frequency - Relationship(s) - Main Purpose - Scenario	e.g. - (X) Type: Field Training Exercise (FTX) or Command Post Exercise (CPX). - (X) Multinational: Bi-lateral or Multi-lateral. Frequency: Annual, or Quarterly, or Bi-annual. - (X) Relationship(s): To other overseas training programs. - (X) Purpose: Train U.S. Mission Essential Tasks for Humanitarian Assistance and Disaster Relief (HADR) or Security Force Assistance (SFA). - (X) Scenario: Belligerent force attacking a friendly foreign partner. Computer simulation integrates US led brigade headquarters with sub-ordinate battalion level coalition forces to counterattack.			
g.	**Additional Training Element**	e.g. (X) The event will include two hours of training to promote observance of and respect for human rights and fundamental freedoms, and respect for legitimate civilian authority.			
h.	**Training Event Dates**	**From** (X) DD MMM YYYY		**To** (X) DD MMM YYYY	
II.	1203 INFORMATION				
a.	**Partner Nation (PN):** - Assistance Recipient - Others Participating	Format: - (X) USEXCOM: Country X, Country Y. - (X) USZEECOM: Country Z. (X) USZEECOM 1203 POC: rank, first/last name, phone (Comm/DSN) - (X) Other Participating Countries: List countries space permitting or total number			
b.	**PN Participation** - Numbers - Roles	e.g. - (X) Country X will participate in the CPX with 10 personnel as coalition forces. - (X) Country Z will participate in the FTX with 150 personnel as division level coalition forces. - (X) All three (3) PNs will participate as battalion level coalition forces (CountryA-30, CountryB-50, CountryC-130).			

c.	**Assistance Summary**	**Description**		**Amount**
		e.g. (X) Transportation	$	Amount
		e.g. (X) Rations	$	Amount
		e.g. (X) Training Ammunition	$	Amount
		e.g. (X) Fuel	$	Amount
		(X) Other	$	Amount
		(FOUO) TOTAL	$	**Amount**

d.	**Funding Source**	e.g. (X) The assistance will be funded by Operations & Maintenance (O&M) funds appropriated for USMARCENT.
e.	**Critical Notification Date (CND)**	(X) DD MMM YYYY
f.	**GCC 1203 Point of Contact**	Rank, first & last name, GCC HQ, J-Dir, Division, phone (Comm/DSN), SIPR email

Section 1203 Proposal Form, 7 APR 2015

Current as of   DD MMM YYYY

Classified by:	TBD
Reason:	TBD
Declassify on:	TBD

CLASSIFICATION (portion mark accordingly)

Page 1 of 3

Figure 4. Template for Section 1203 Request for Authority

CLASSIFICATION (portion mark accordingly)

CONCEPT OF OPERATIONS & REQUEST FOR AUTHORITY

FY2014 NDAA § 1203, Training of General Purpose Forces of the United States
Armed Forces with Military and Other Security Forces of Friendly Foreign Countries

III.	U.S. INFORMATION	
(U) This training event is undertaken primarily to promote U.S. security interests and enhance the readiness of participating U.S. personnel/units.	
a.	**U.S. Security Interests**	**List the main event objectives (strategic, operational, tactical) that enhance U.S. security interests.**
		e.g. (X) Strategic: - (X) Support USEXCOM theater security cooperation goals and objectives to develop/maintain regional land forces capability, interoperability, and deployability in response to future regional crises. - (X) Promote regional stability through relationship building and unity of purpose. (X) Operational: - (X) Support U.S. operational access and global freedom of action. - (X) Enable service component engagement. (X) Tactical: - (X) Provide U.S. and Country X forces training on airlift, air-land, and airdrop delivery techniques specific to US and Country X. - (X) Provide U.S. training and improve interoperability with Country X for HADR in the AOR. - (X) Advance military airlift interoperability between the U.S. and Country X.
b.	**U.S. Unit(s)**	**List the primary U.S. unit(s) being trained.**
		Format: - (X) Service X: Unit X, XXX personnel. - (X) Service Y: Unit Y, XX personnel.
c.	**U.S. Readiness**	**List the U.S. unit(s)' main Mission Essential Task(s) (METs) supported by this training event.**
		e.g. - (X) TA 1.1.1 Conduct Tactical Airlift - (X) TA 4.4 Conduct Building Partnership Capacity (BPC) - (X) TA 3.2.9 Conduct Security Force Assistance (SFA) - (X) TA 5.9.1 Conduct Foreign Humanitarian Assistance - (X) TA 7.4.3.5 Develop Cultural Proficiency
d.	**Changes in U.S. Command Relationships**	**Identify if the training event involves changes in command relationships of participating U.S. forces.**
		- (X) No. There will be no changes in command relationships of participating U.S. forces. Or - (X) Yes. There will be changes in command relationships of participating U.S. forces. Explain from whom to whom authorities are transferring.
IV.	PN INFORMATION	
a.	**PN** **- Unit(s)** **- Personnel** **- Financial Contribution** **- Equipment Similarity**	Format: - (X) USEXCOM: Country X, Unit XXX, Service, XXX personnel, $XX,XXX. - (X) USEXCOM: Country Y, Unit YYY, Service, YY personnel, $XXX - (X) USZEECOM: Country Z, Unit ZZZ, Service, ZZ personnel, $X,XXX. - (X) The PN unit(s)' equipment is funtionally similar to that of participating U.S. units. Identify or describe the similar equipment, e.g. tanks, rifles.
b.	**PN Physical Contribution**	e.g. (X) Country X: - (X) Contingency dormitory (100 beds) - (X) Small arms range (M-60, M-4 x 7 days) (X) Country Y: - (X) Aircraft parking ramp, C-130 (3 spots x 20 days = 60 spot-days)

CLASSIFICATION (portion mark accordingly)

Page 2 of 3

Figure 4. Template for Section 1203 Request for Authority (continued)

CLASSIFICATION (portion mark accordingly)

CONCEPT OF OPERATIONS & REQUEST FOR AUTHORITY

FY2014 NDAA § 1203, Training of General Purpose Forces of the United States
Armed Forces with Military and Other Security Forces of Friendly Foreign Countries

V.	IMPACT		
a.	PN Response	**Will the PN(s) likely cancel or descope participation in the event if funding assistance is not provided?**	
		e.g. - (X) Country X is not able to self-fund and will likely cancel participation in the training event. Or, - (X) Of the 11 PNs 1203 authority is requested for, six (6) will likely descope their participation in the exercise, and five (5) will likely cancel their participation.	
b.	Impact on U.S. Interests	**Describe the impact on U.S. security interests and readiness if 1203 authority is not granted.**	
		e.g. - (X) This is a bilateral exercise with Country X as the Host Nation (HN). Country X does not permit unilateral U.S. training in its territory. Lack of 1203 funding assistance for Country X will put the entire exercise at risk of being cancelled by the HN. - (X) Exercise cancellation will impact the achievement of the US strategic, operational, tactical objectives outlined in IIIa. - (X) This training event is also critical in maintaining the readiness of U.S. forces forward deployed in the region through training at Country X's ranges and training areas. - (X) Exercise cancellation would also prevent U.S. forces to train with and improve interoperability with a potential future mission partner.	

VI.	LEAHY VETTING		
a.	Leahy Vetting	(X) A Department of State Human Rights Vetting (HRV) of (friendly foreign unit/s) personnel has been completed on DD MMM YYYY. Attached is the International Vetting and Security Tracking (INVEST) HRV report. Batch ID: XXXX-NNNNNN. Or, (X) A Department of State Human Rights Vetting (HRV) of (friendly foreign unit/s) personnel will/has been initiated on DD MMM YYYY and is anticipated to be completed on DD MMM YYYY. (X) Training will not initiate until all appropriate vetting is completed, and the commanders, units, or individuals have been approved to participate in the training event.		

VII.	REVIEW AND APPROVAL		
a.	Chief of Mission Approval	**Approval Date**	**Approver**
		DD MMM YYYY	Rank, first/last name, title/position, office, phone (Comm/DSN), email (SIPR email if available)

On behalf of the combatant commander and IAW FY14 NDAA § 1203, I certify this training event will, to the maximum extent practicable, 1) support the mission essential task(s) for which the training unit providing such training is responsible; 2) be conducted with a foreign unit/organization with equipment that is functionally similar to the U.S. unit; and 3) include training elements that promote observance of and respect for human rights, fundamental freedoms, and legitimate civilian authority within the foreign country(ies).

b.	GCC Legal Review	**Review Date**	**Reviewer**
		DD MMM YYYY	Rank, first/last name, GCC HQ, J-Dir, division, phone (Comm/DSN), SIPR email
c.	GCC O-6/GS-15 Approval	**Approval Date**	**Approver**
		DD MMM YYYY	Rank, first/last name, GCC HQ, J-Dir, division, phone (Comm/DSN), SIPR email

CLASSIFICATION (portion mark accordingly)

Page 3 of 3

Figure 4. Template for Section 1203 Request for Authority (continued)

APPENDIX F TO ENCLOSURE B

HUMANITARIAN ASSISTANCE AND HUMANITARIAN AND CIVIC ASSISTANCE

1. The HA program is managed by DSCA, while the HCA program is managed by the Joint Staff J-5 Global Policy & Partnerships Deputy Directorate. CCMD exercise planners and HA/HCA Program Managers will coordinate their HA/HCA requirements IAW applicable statutory requirements, DoD policy, and local policy and procedures. Typically, this involves a project submission and approval process, utilizing the Overseas Humanitarian Assistance Shared Information System (OHASIS) (reference o).

2. DSCA manages the Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) fund, which supports HA projects. HA projects are intended to advance strategic objectives of the United States by offering CCMDs a Security Cooperation tool focused on establishing Civilian-Military relationships with PNs, while building partner capacity to deliver essential services to the civilian population. Per DoD HA policy, HA activities are designed to address PN needs in the areas of Disaster Preparedness, Health, Education, and Basic Infrastructure. CCMDs may execute HA projects in each of these areas, to include the provision of training to PNs (e.g. delivery of disaster response training to PN first responders), provided the civilian population is the ultimate beneficiary. HA may not be used to train U.S. forces, and may only be used to train foreign military personnel by exception, such as when the military unit to be trained has a specific role in providing humanitarian/essential services to the civilian population. HA projects should complement but must not duplicate/replace the work of other U.S. government (USG) agencies. The embassy country team, specifically the Security Cooperation Office, is accountable for all DoD HA provided in their country and traditionally generates HA requirements in OHASIS by submitting project proposals to the command HA Program Manager for staffing and review, prior to submission to DSCA for approval. All HA project proposals must show close coordination with the embassy country team and the PN, and be staffed through the command HA Program Manager. Contact the command HA Program Manager for command-specific requirements, and/or refer to Chapter 12 of the SAMM (reference d).

3. The Department of Defense partners with the DoS in implementing the U.S. Government's Humanitarian Mine Action initiative with host nations around the world. Humanitarian Mine Action, known as HMA, are operations performed in a non-conflict environments for the purposes of easing human suffering due to the bodily damage landmines cause; returning formerly contaminated land to agriculture and residence; and, stimulating local economic development and improving quality of life by relieving the uncertainty

caused by the presence of explosive remnants of war. The Humanitarian Mine Action 's Humanitarian Mine Action Training center (HMATC) (formerly known as the Humanitarian Demining Training Center) located at Ft. Lee, Virginia, trains and prepares U.S. military forces, U.S. government stakeholders and international partners to conduct HMA missions in landmine and other explosive remnants of war disposal, as well as Physical Security - Stockpile Management using "Train-the-Trainer" instructional methods. This training delivers direct benefits to PNs while giving the U.S teams valuable field experience, since U.S. forces might not otherwise deploy to these locations. HMATC works with U.S. Government agencies, the United Nations, and non-governmental mine action organizations as appropriate, serving as a clearinghouse and collector of mine action information for the U.S Government. HMATC also helps develop new demining methods and appropriate technology for lesser developed countries. A growing part of the job involves information management vis-à-vis the Information Management System for Mine Action developed by the Geneva International Centre for Humanitarian Demining. Courses at HDTC are area or country specific, and prepare mine action training teams on the cultural, technical and leadership skills they will need to succeed in demining missions. Additional information is found in references d and p.

4. HCA funding is managed by the individual CCMDs, which are provided O&M funding direct from their supporting Service. HCA projects are authorized by title 10, U.S.C., § 401, which authorizes U.S. military forces to conduct HCA activities while deployed overseas for training, readiness exercises, or operations. HCA funding covers only incremental expenses such as consumable materials, supplies, and limited services. HCA projects are "add-on" events to complement the primary exercise objectives. U.S. Armed Forces personnel participate in HCA activities to reinforce skills required for the operational readiness of the U.S. forces executing the HCA project (reference q), while concurrently creating strategic, operational, and tactical effects that support CCDR objectives in theater security cooperation or designated contingency plans.

ENCLOSURE C

TRANSPORTATION

1. Purpose. This enclosure provides guidance and procedures for planning and executing transportation in support of joint training events. Additional detailed transportation planning guidance is found in reference r.

2. General. Transportation normally includes movement of passengers or cargo from home or mobilization location (origin), to a port of embarkation (POE), to a port of debarkation (POD), and to a destination in or near the exercise area. The Services pay for transportation from origin to POE for personnel going to the exercise, and from POD to destination for personnel returning from an exercise. Personnel and cargo not accommodated by DoD transportation use procedures for commercial ticketing and cargo. Joint Staff inland transportation (IT) funds pay for transportation of equipment from origin to POE (going) and from POD to destination (returning), unless equipment is moved by Service-owned vehicles or paid using Service funds. Joint Staff IT funds can pay for transportation of personnel from origin to POE (going) and from POD to destination (returning), if that transportation occurs via contracted bus. Costs for transportation from POE to POD and from POD to exercise destination are normally paid using CE2 JETP funds budgeted and allocated to the CCMD sponsoring the exercise (hereafter the "sponsoring CCMD"). USTRANSCOM, as single manager for DoD transportation, works with the sponsoring CCMD and Service Component Commands to ensure transportation assets and resources are used effectively to support the joint training program. Planning, scheduling, and executing transportation involves national and theater-level UJTs. The Organization Scheduling the Event (OSE) should coordinate training and assessment of these tasks with supporting commands when creating their JTPs.

3. Planning Conferences and Transportation Planning. Transportation planning is a fundamental requirement of each planning conference. Scheduling the conferences before major transportation planning events and ensuring the correct personnel attend the conference promotes effective use of resources and assets.

    a. Sourcing is normally completed at or shortly after the mid planning conference (MPC) or at the time-phased force and deployment data (TPFDD) conference.

    b. The MPC should include adequate time for representatives from the OSE, supporting commands and agencies, USTRANSCOM, and the Transportation Component Commands (TCC) to meet and coordinate transportation requirements. Joint reception, staging, onward movement and integration (JRSOI) plans and arrangements should be confirmed and

requirements added to the database as necessary. The OSE will record negotiated changes to deployment and redeployment requirements that are generated at the conference. The OSE will update the deployment and redeployment databases prior to validation. Airlift and sealift requirements must be refined to a level that can be sourced and validated according to the OSE TPFDD letter of instruction and reference r.

c. The final planning conference (FPC) should be held before deployment TPFDD validation is required. Final confirmation of JRSOI arrangements and redeployment requirements must be completed at the final planning event.

d. Transportation to and from conferences and planning events is funded via SIF and CCDR training and exercise funds. Transportation to and from the execution phase of an exercise is normally funded via JETP funds.

4. <u>Funds Management</u>. Transportation funding is managed within the CE2 by the Joint Staff J-7. The current management process, with its coordinated planning, centralized funding, and decentralized execution, is intended to prevent degradation of the overall program that could result from conflicting interests among CCMDs and the Services. The process also allows commanders the flexibility to determine how to best apply available resources to accomplish their training requirements. The CCMDs design their own joint training programs consistent with their geographic and/or functional CCMD priorities, while the Joint Staff coordinates exercise scheduling and allocates exercise funding.

5. <u>Planning, Programming, Budgeting and Execution</u>. In August of each year, CCMDs, in coordination with their Service Components, will provide the Joint Staff J-7 with their spending plan by exercise, reflecting both funded and unfunded requirements for all classes of JETP funding; airlift (including Air Mobility Command (AMC) or charter air and CTP), sealift, PH, IT, and SCCP cost estimates. This data will be aggregated and cross-walked to OP-32 codes to form their Budget Estimate Submission (BES) data covering the next budget year.

a. Planning – Planning is primarily a CCMD responsibility. For CCDR-sponsored exercises, transportation requirements are refined for the budget year and estimated for the next two years. These requirements are in each CCDR's JTP in JTIMS as the JTP is the planning document for programming transportation resources.

b. Programming and Budgeting – Airlift, sealift, PH, and IT estimates serve as the foundation for the POM submission. At the conclusion of the POM panel and the subsequent OSD-led fall program budget review, OSD publishes an RMD that is the program of record for the President's Budget. OSD/FR&T provides each CCMD their funding controls from the President's Budget which

become the JETP program of record. CCMDs shall update their programs accordingly in JTIMS, reflecting funded and unfunded exercises. To assist CCMD exercise planners in preparing joint exercise transportation budgets for future years, representatives from USTRANSCOM and the TCCs are available to visit each CCMD annually via the Budget Tiger Team program. The primary purpose of this visit is to assist the CCMDs in planning and pricing of transportation alternatives, provide feasibility studies to determine the most cost effective mode of travel, and to develop detailed estimates to use for budgets and upload into JTIMS. CCMDs should contact USTRANSCOM J3T resource managers to coordinate scheduling of the Budget Tiger Team at least 2-3 months in advance.

c. Execution – Joint Staff J-7 will coordinate with OSD and confirm final CCMD and Service transportation spending targets for the execution year, once Congress enacts the appropriation. Specific program execution procedures are:

(1) Realignment of Funds – Excess transportation funds resulting from the cancellation or de-scope of an exercise revert, in priority order, to:

(a) The sponsoring CCMD for reallocation, as JETP, within the sponsor's JEP.

(b) Joint Staff J-7 management for reallocation within the JETP.

(c) OSD (FR&T) to offset execution year program funding reductions or other high-priority CE2T2 unfunded requirements.

(2) Distribution of Funds – Transportation funds are distributed from the Joint Staff to AMC for airlift, Military Sealift Command (MSC) for sealift, and to CCMDs and the Services for some PH and IT and cargo shipped through the SCCP.

(3) Transportation Account Codes – Transportation requirements satisfied through SDDC for commercial sealift vessels, PH, and IT movement will be funded through charges against transportation account codes (TAC). TACs will be established for appropriate JEP exercises by the Joint Staff J7 JETP Manager after coordination with the CCMDs. The Joint Staff JETP Manager will provide the list of exercise TACs to the Joint Staff Comptroller who will build appropriate lines of accounting and submit to DFAS for inclusion in the Transportation Global Edit Table. The Joint Staff J7 JETP Manager will distribute the TAC list to the CCMDs and Services in July before the execution year. JEP exercise TACs funded by JETP will have a "Y" in the first position of the TAC indicating the JEP. The second digit will indicate the Service moving the material. The last two digits of the TAC identify the name of the CCMD exercise. CCMDs shall ensure Services and DoD personnel shipping cargo or property for CCMD sponsored exercises provide the accurate joint

exercise TAC on transportation source documents or movement request orders provided to theater Transportation Offices.

(4) Reporting – USTRANSCOM component commands will provide monthly cost reports on CE2 expenditures to include detailed billing information or certified invoices as requested by USTRANSCOM J3-T and Joint Staff J-7 to provide a CE2 audit trail. CCMDs and Services will provide expenditure reports described in paragraph 6 below.

6. Responsibilities for JETP Execution and Reporting

   a. The Joint Staff J-7 JETP Manager will:

(1) Execute oversight of allocation, disbursement, and expenditure of JETP funds.

(2) Notify the Joint Staff Comptroller, CCMDs and Services of any changes to the JETP policy that affect budgeted funds or execution.

(3) Provide OSD (P&R), in EMS, and the Joint Staff Comptroller a JETP spending plan that depicts the amount of JETP funding by month, conforms to yearly targets and is based on CCMD estimates.

(4) Coordinate the amount of JETP funding for the Services and CCMDs in support of their requirements, and coordinate distribution of funds through the Joint Staff Comptroller.

(5) Prepare staffing packages for MIPRs and/or amendments for HQ AMC and HQ MSC funding.

(6) Reconcile the USTRANSCOM monthly exercise obligation and expenditure reports with the CCMDs, Services and Joint Staff Comptroller.

(7) Review, along with the Joint Staff Comptroller, Services and CCMDs, all billings against JETP funding when appropriate.

(8) Adjust the JETP execution financial plan as necessary to ensure the most efficient use of JETP funding.

(9) Beginning no later than the second week of July, commence reconciliation of end-of-year obligations and expenditures, by exercise, with the CCMDs, Services, HQ AMC and the Joint Staff Comptroller.

(10) Monitor and direct, through the Joint Staff Comptroller, the return of unexpended funds on a monthly basis dependent on justification provided by the Services and CCMDs.

(11) Report the actual cost of all JETP categories, by exercise, based on monthly USTRANSCOM and TAC reports, to the Services and CCMDs.

(12) Provide a monthly report of JETP funds distributed during the previous month to the Services and CCMDs.

b. The Joint Staff Comptroller will:

(1) Review MIPRs (and amendments, as necessary) submitted by the Joint Staff J-7 JETP Manager to ensure availability of funds and to ensure appropriate administrative control of total Joint Staff funds.

(2) Fund JETP expenses upon notification from the Joint Staff J-7 JETP Manager, subject to availability of funds.

(3) Receive and review monthly Service and CCMD accounting reports displaying the obligation and disbursement of JETP funds.

(4) Coordinate with the Joint Staff J-7 JETP Manager to recoup unexpended JETP funds when no longer required, but beginning no later than 21 working days before the end of the fiscal year.

c. Each Service and CCMD will:

(1) Designate a JETP Manager and provide contact information to the Joint Staff J-7 JETP Manager. The Service/CCMD JETP Manager will serve as the single point of contact for distribution of JETP funds.

(2) Provide recommended quarterly funding requirements for major claimants based on historical data and/or requests to the Joint Staff J-7 JETP Manager.

(3) Establish procedures for distributing JETP funds to their appropriate organizations.

(4) Monitor, review, and process Service and CCMD obligations for JETP funds.

(5) Provide monthly accounting reports to the Joint Staff J-7 JETP Manager and Joint Staff Comptroller reporting the obligation and disbursement of JETP funds by the 18th working day of each month.

(6) Report obligations by exercise. TACs or Project Codes listed in Chapter 5 of reference h will be used to identify each exercise. The Service or

CCMD Manager is responsible for coordinating and maintaining the currency of the unique exercise identifiers.

(7) Report JETP expenditures by exercise for the previous fiscal year by the 75th day after the close of the fiscal year to the Joint Staff J-7 JETP Manager.

(8) Act as the central clearing point for subordinate major commands', supporting commands' and other organizations' requests for JETP funds. JETP funds will not be issued to claimants that do not have the approval of the exercise sponsoring CCMD and their Service Program Manager.

d. CCMDs additionally will:

(1) Validate TPFDD authorizing requirements to move using JETP funds.

(2) Provide a JETP budget limit by mode source via JOPES newsgroup for each TPFDD validation to USTRANSCOM. Alternatively, CCMDs may provide their JETP spend plan, showing budget limits by JETP category for each exercise, to USTRANSCOM who will distribute it to the TCCs. CCMDs choosing the spend plan option must send an updated spend plan to the Joint Staff J-7 JETP Manager and USTRANSCOM by the 5th day of each month. If the actual transportation solution meets all CCMD requirements and is within the CCMD-provided JETP budget limit, USTRANSCOM will schedule the movement.

(3) Provide a 24/7 exercise point of contact with knowledge of validated requirement and able to make a decision about whether or not to schedule movement if the estimated transportation cost exceeds the CCMD-provided JETP budget limit.

e. USTRANSCOM TCJ3 will provide monthly expenditure reports for AMC airlift, MSC sealift and PH within SDDC-controlled ports, broken out by exercise, to the Joint Staff Comptroller, JETP Manager, CCMDs, and Services. PH reports should include number of short tons and/or measurement tons by exercise.

f. DFAS will:

(1) Cross-disburse charges each month and provide validated copies of the paid Standard Form 1080 billings with substantiating documentation to:

The Joint Staff
Attn: Joint Staff Comptroller

Room 1E829, The Pentagon
Washington, DC 20318-0350

(2) Provide, via official transaction for other transmittals, the disbursement vouchers for Fiscal Station 503733 to:

Defense Finance and Accounting Service DAO-DE, WHS/F
Room 1D476, The Pentagon
Washington, DC 20301-1155

7. JTIMS Strategic Lift Module

a. The JTIMS Strategic Lift (StratLift) Module is designed to capture transportation costs associated with JETP funding. When costs are entered correctly at appropriate milestones, reports can be generated to provide CCMD planners and financial managers with more accurate exercise transportation costs for JELC planning conferences, execution year budgeting, rough order of magnitude (ROM) transportation cost estimates years in advance of an exercise and to aid in the POM process. Accurate and complete data enable StratLift Managers to highlight funding shortfalls earlier in the JELC and provide a comparison of JETP estimates and actual expenditures for future forecasting.

b. JTIMS StratLift data accuracy is dependent on several variables including timeliness, completeness and how certain JTIMS modules interact with each other. StratLift transportation cost data should be entered into the StratLift module and will automatically populate Event module cost fields. If costs are entered directly into the Events module, the StratLift module fields are not automatically populated. Therefore, all StratLift transportation cost data, including initial and updated estimates and actual expenditures, must be entered into the StratLift module.

c. CCMDs shall populate the JTIMS StratLift module with appropriate exercise transportation cost data, including ROM and updated estimates and actual expenses, as far in advance as possible, but not later than two years prior to the exercise execution year. CCMDs shall update exercise cost estimates in the JTIMS StratLift module not later than 15 days after every exercise planning conference (concept development conference, initial planning conference, MPC, FPC) and TPFDD validation.

d. Coordination with the USTRANSCOM Budget Tiger Team is encouraged whenever there are significant changes to the amount of personnel and/or equipment to be transported or when the mode of transportation is changed. Additional information for JTIMS user permissions, data entry and reports generation are provided in the JTIMS Information Center on the JTIMS Homepage (reference m).

APPENDIX A TO ENCLOSURE C

AIRLIFT

1. Background. The Joint Staff J-7 provides overall management for JETP airlift funds. AMC provides airlift services in support of the JETP. In the execution year, funds are provided to AMC based on the CCMDs' exercise schedules and cost estimates. USEUCOM and USAFRICOM have two additional sources of theater airlift support from foreign national aircraft (Heavy Airlift Wing and Movement Coordination Center Europe) in the event that U.S. military/ commercial assets are unavailable or the requirement is below StratLift minimum thresholds.

2. Planning, Programming, and Budgeting. USTRANSCOM will coordinate with AMC and provide the Joint Staff J-7 JETP Manager and CCMDs with planning factors for airlift cost estimates for exercises to be used in the POM and BES. USTRANSCOM coordinates with CCMDs and attends joint exercise planning conferences, as appropriate, to ensure required transportation planning expertise is available, funding requirements are considered during the planning process, and to provide detailed cost estimates to use for budgets and entry into JTIMS. USTRANSCOM will arrange for AMC participation with the CCMDs as necessary to provide required technical expertise.

3. Funding. Transportation airlift requirements are validated by USTRANSCOM J3-T prior to funds distribution via MIPR to AMC financial management (HQ AMC/A3Y) at the beginning of the fiscal year, subject to the availability of funds. The MIPR will contain funding allocated to the validated exercises and include restrictions that must be strictly observed to preclude an over obligation of funds. These funds will be used to reimburse the Transportation Working Capital Fund (TWCF) for JETP airlift services.

    a. The Joint Staff J-7 JETP Manager will publish annual OSD approved Working Capital Fund Rates that include updated flying hour rates in JTIMS.

    b. CCMDs will coordinate changes to exercise airlift requirements with USTRANSCOM J3-T and AMC/A3Y as soon as changes are identified and notify Joint Staff J-7 of budget changes.

    c. USTRANSCOM, TCJ3 will:

        (1) Monitor monthly airlift funds execution compared to CCMD submitted airlift spend plans and notify Joint Staff J-7 and CCMDs for under and over execution of airlift.

(2) On receipt of validated exercise requirement via JOPES newsgroup (with airlift budget limit for movement and mode source) from CCMD J-7, provide CCMD J-7 (or equivalent exercise organization) exercise estimated transportation costs to enable sponsoring CCMD to request additional funds, reallocate funds within their JETP, or change lift requirements as needed.

   d. HQ AMC will:

      (1) Accrue charges at the OSD-approved TWCF or commercially contracted rates.

      (2) Provide monthly airlift billing information, broken out by exercise, to the Joint Staff Comptroller, JETP Manager, CCMDS, and USTRANSCOM J3-T. Monitor monthly execution rates to prevent exceeding available funding.

      (3) On receipt of validated exercise requirement via JOPES newsgroup (with airlift budget limit for movement and mode source) from CCMD J-7, provide USTRANSCOM and the sponsoring CCMD J-7 (or equivalent exercise organization) exercise estimated transportation costs to enable sponsoring CCMD to request additional funds, reallocate funds within their JETP, or change lift requirements as needed.

      (4) In conjunction with DFAS-Indianapolis, inform USTRANSCOM J3-T at the end of each fiscal quarter of the status of funds and provide a recommendation on the amount of unobligated JETP airlift funding to return to the Joint Staff Comptroller.

      (5) Report airlift expenditures to USTRANSCOM J3-T within 20 days of the end of the operating month to include the sponsoring CCMD, exercise name, type airframe, number of hours, contract number for commercial aircraft, number of passengers/short tons of cargo locations of movement and cost. The report must differentiate military airlift from commercial charter airlift.

4. <u>Special Programs</u>. There are several airlift programs that enable increased flexibility for the CCMDs and ensure increased capability for the joint force.

   a. Special Assignment Airlift Missions (SAAM) – The use of SAAM in support of JETP-funded exercises may be paid on a by-exception basis for missions that may require changes to the mission schedule or itinerary execution, e.g. movement of an en route support team accompanying deploying or redeploying fighter elements, when there is the possibility of the en route support team being diverted to, or remaining at, a location to repair or support fighter aircraft. A 10% scheduling savings is possible if the mission is scheduled and planned through USTRANSCOM J3-OS SAAM schedulers at

least 30 days in advance, for intra-theater exercises, and no significant changes are made to the schedule within a 30 day window prior to the exercise. Exercise missions including SAAMs that are required to stand down for 24 hours or more will be charged the minimum activity rate of four flying hours per day for each 24 hour period of non-flying. The exercise sponsoring CCMD must justify the use of SAAM to the Joint Staff J-7 JETP Manager. Once the SAAM has been approved by the Joint Staff J-7 JETP Manager, the CCMD will include the lift requirement in the validated TPFDD with the mode source of "AS." Additionally, the CCMD will complete the DD Form 1249 SAAM Request identifying the supported exercise, noting name and date of Joint Staff J-7 approval authority and include instructions in the remarks section: "Bill Joint Exercise Transportation Program MIPR" and provide a copy of the DD Form 1249 to USTRANSCOM J3-T Training and Exercises Division at transcom.scott.tcj3.mbx.t-budget@mail.mil. The newsgroup message accompanying the TPFDD will include in the remarks that the SAAM has been pre-approved by the Joint Staff J-7 and the DD Form 1249 is being forwarded to USTRANSCOM and AMC through the SAAM Request System. All SAAMs will be sourced from available resources using the JCS Airlift Priority for exercises. The use of SAAM does not confer a higher priority for the mission.

   b. Strategic Airdrop – The use of strategic airdrop (SAD) in conjunction with JETP exercises is intended to provide minimum proficiency training in long-range (outside CONUS) airdrop of personnel and/or equipment. CCMDs do not receive additional funding for SAD missions, which will be funded from the sponsoring CCMD's JETP allocation, unless prior arrangement is made with USTRANSCOM to fund from USTRANSCOM's funding allocation.

   c. Group Operational Passenger System (GOPAX) – The use of GOPAX missions to airlift JEP participants within CONUS, Alaska, Canada, and Puerto Rico may be cost efficient when the number of travelers is less than strategic airlift minimum thresholds. Upon receipt of a validated requirement in a sponsoring CCMD newsgroup, USTRANSCOM and 618 Air and Space Operations Center (AOC) Tanker Airlift Control Center (TACC) (618 AOC (TACC)) will determine if GOPAX is feasible. The TACC will enter passenger requirements into GOPAX and, on receipt of airline offers, coordinate with the sponsoring command regarding cost and availability of seats. When missions are contracted, the TACC will assign mission numbers and enter the mission data into GDSS. Upon mission completion, AMC/FMAT will bill the JETP and AMC/A3Y will report in the Monthly Flying Hour and Airlift Cost Report.

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APPENDIX B TO ENCLOSURE C

SEALIFT

1. Background. The Joint Staff J-7 JETP Manager manages JETP sealift funds. In the execution year, funds are allocated to MSC and SDDC based on the CCMDs' exercise schedules and cost estimates. MSC and SDDC provide sealift services in support of the JETP.

2. Planning, Programming and Budgeting. USTRANSCOM, in coordination with MSC and SDDC, will provide the Joint Staff J-7 JETP Manager and CCMDs with planning factors for sealift cost estimates for planned exercises to be used in the POM and BES. USTRANSCOM maintains liaison with CCMDs and attends joint exercise planning conferences, as appropriate, to ensure required transportation planning expertise is available, and funding requirements are considered during the planning process. USTRANSCOM will arrange for MSC and/or SDDC participation with the CCMDs as necessary to provide required technical expertise and detailed cost estimates to use for budgets and entry into JTIMS.

3. Funding. Funding for sealift services in support of the JETP will be provided by a reimbursable MIPR quarterly, subject to availability of funds. The MIPR will contain funding allocated to the validated exercises and include restrictions that must be strictly observed to preclude an over-obligation of funds. These funds will be used to reimburse MSC for JETP sealift services. Funding for SDDC sealift services will be provided through the use of TACs.

   a. CCMDs will coordinate changes to exercise sealift requirements with USTRANSCOM J3-T and MSC/SDDC as soon as changes are identified, and will notify Joint Staff J-7 of budget changes.

   b. USTRANSCOM, TCJ3 will:

      (1) Monitor monthly sealift funds execution rates compared to CCMD submitted sealift spend plans and notify Joint Staff J-7 and CCMDs for under and over execution of sealift.

      (2) On receipt of validated exercise requirement via JOPES newsgroup (with sealift budget limit for movement and mode source) from CCMD J-7, provide CCMD J-7 (or equivalent exercise organization) with exercise estimated transportation costs to enable sponsoring CCMD to request additional funds, reallocate funds within their JETP, or change lift requirements as needed.

      (3) Return un-obligated JETP funds from exercises to the Joint Staff not later than 60 days after the end of a scheduled exercise. If outstanding bills

remain over 60 days following completion of the exercise, notify the Joint Staff J-7 JETP Manager, the CCMDs, and the Joint Staff Comptroller with the rationale for retaining the funds.

c. MSC and SDDC will:

(1) Accrue charges at the contracted sealift rate.

(2) Provide credits to the Joint Staff in the event non-exercise cargo is carried on a per diem vessel.

(3) Report sealift expenditures and billing information monthly to USTRANSCOM J3-T to include ship type and point-to-point charge or number of per diem days, activation costs, PH, cargo offering, and fuel costs by CCMD and exercise. In addition, MSC and SDDC will report whether reported costs have a TAC by CCMD and exercise.

4. Special Programs. There are several sealift programs that enable increased flexibility for the CCMDs and increase capability for the joint force.

a. Self-Deploying Watercraft – IAW the 2006 Defense Appropriations Act, costs associated with the deployment, employment, and redeployment of self-deploying watercraft in support of a CCDR-sponsored JETP exercise are eligible for JETP funding. CCMDs must plan this cost into their annual exercise requirements. CCMDs can use self-deploying watercraft to support a JETP exercise only after prior coordination with the Joint Staff J-7. The Joint Staff Comptroller will normally provide funds for self-deploying watercraft to the Service component via FAD. The receiving Service will report expenditures in required flash reports and routine JETP reports to the Joint Staff J-7 JETP Manager and Joint Staff Comptroller.

b. Maritime Pre-positioning Force (MPF) – CCMDs can use the MPF, at their discretion, within their annual JETP budget and following MPF and exercise planning processes.

c. Joint Logistics-Over-The-Shore (JLOTS) Exercises – JLOTS is the offloading or loading of cargo vessels offshore, involving Navy logistics over-the-shore (LOTS), and Army LOTS elements under a joint force commander. JLOTS is a key capability that supports force deployment, intra-theater maneuver, and sustainment. JLOTS involves the use of Army and Navy lighterage and Ready Reserve Force (RRF) ships to transport Army lighterage and/or causeway sections into theater. USTRANSCOM schedules and coordinates the exercise of JLOTS as a USTRANSCOM sponsored exercise or supporting as part of another CCMD's sponsored exercise. A minimum of one liquid and one dry JLOTS event (separately or combined) should be executed

annually – the maximum possible within present budget constraints – to preserve JLOTS skills. Preservation of JLOTS capability is critical to support regional CCMD operational plans and humanitarian assistance and/or disaster relief.

(1) USTRANSCOM will coordinate with sponsoring CCMDs to budget JLOTS within USTRANSCOM allocated JETP. USTRANSCOM provides centralized estimates for the cost of the strategic lift, PH, and IT required to transport JLOTS forces and/or cargo in support of operations. USTRANSCOM also provides estimates of required PH and IT cost requirements to the Joint Staff J-7 and Services for inclusion in the overall POM input.

(2) JLOTS airlift requirements are incorporated into the TPFDD and funded by USTRANSCOM out of its existing exercise allocation unless prior agreement is reached with the supported CCMD to fund this phase of the operation. Services will fund expenses similarly to other JEP events.

(3) Vessels Supporting JLOTS Deployment and Operations – The exercise of JLOTS may require the use of a variety of vessels drawn from RRF assets or commercial industry to include the offshore and tug-barge industries. RRF vessels include offshore petroleum discharge system tankers, a crane ship, a lighter aboard ship, or a sea barge ship. Under special circumstances, JLOTS support may require the use of commercially leased vessels, such as float on/float off vessels or tug/barge combinations. Expenditures against these vessels will be charged against the USTRANSCOM sealift allocation, not the sponsoring CCMD's sealift allocation. CCMDs that incorporate JLOTS into their JETP exercises should develop a memorandum of agreement between themselves and USTRANSCOM to ensure a clear understanding of the division of costs for their JLOTS-enabled exercise.

(4) Environmental Costs – Environmental costs associated with the exercise of JLOTS are a Service responsibility, consistent with environmental costs of other exercises under the JETP. For liquid JLOTS, these costs include both an environmental assessment, if required, and a spill control plan.

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APPENDIX C TO ENCLOSURE C

COMMERCIAL TICKET PROGRAM

1. Background. The CTP program provides funding for individual commercial air travel when military airlift or commercial air charter cannot satisfy the sponsoring command's transportation requirements for JETP participants.

2. General. The Joint Staff J-7 JETP Manager manages CTP funding. Sponsoring CCMDs and USTRANSCOM use CTP to make best use of transportation assets. CTP funds are distributed through the Service headquarters or CCMD headquarters to those units that are validated by the sponsoring CCMD in a TPFDD. CTP funds air travel costs from the commercial airport nearest to home station to the commercial airport nearest the exercise location and return, when the return is warranted, and is so indicated on the CTP authorization. CTP is authorized for foreign personnel permanently assigned to a CCMD headquarters participating in that CCMD's JETP exercises. These personnel must be included in the passenger count on the exercise TPFDD requirement. CTP does not cover per diem or movement between the embarkation airport and home station or the debarkation airport and the exercise location.

3. Procedures

   a. CTP funds can only be used to move personnel who are participating in a CEP or JEP JETP-funded exercise and are included in the CCMD-validated TPFDD. Participants may include exercise controllers, data collectors, evaluators, players, and support staff. CTP cannot be used for persons who are visiting the exercise site but not participating in the exercise or for non-US government personnel (i.e. contract personnel) who are prohibited from using travel rates negotiated by the government for employees or uniformed personnel in accordance with the Joint Travel Regulations. CTP is used only when USTRANSCOM-provided common-user transportation cannot satisfy the sponsoring command's requirements. CTP funding will not be authorized for, or used in support of, Joint Chiefs of Staff contingency operations.

   b. The Joint Staff J-7 JETP Manager will coordinate with the Joint Staff Comptroller to issue CTP funds through sub-allotments. Funds will be distributed by FAD in the Program Budget and Accounting System. Release of funds will be dependent on the sponsoring CCMD's timely and accurate validation of their exercise TPFDD. Funds will be allocated quarterly, based on availability of funds, to Service headquarters and CCMDs based on the sponsoring CCMD's spending plan. CTP funding will normally only be issued to CCMD and Service headquarters. Commands and agencies authorized CTP,

to include CSAs and other authorized DoD and Non-DoD Agencies, must coordinate with either their Service headquarters or the CCMD requesting their participation in the exercise for CTP funding. The Joint Staff J-7 JETP Manager and the Joint Staff Comptroller will issue funds to the appropriate command for issue to all subordinate units or participants.

c. The Joint Staff J-7 JETP Manager will develop, issue and update guidance outlining specific procedures for the management and distribution of CTP funds as required.

4. Authorization

a. Strategic airlift movement requirements will be validated to USTRANSCOM using a source mode to POD of "AK", air via strategic (AMC, AMC-contract) aircraft.

b. Upon sponsoring CCMD TPFDD validation of Unit Line Numbers (ULN) with a mode source of "AK," USTRANSCOM Fusion Center will aggregate strategic airlift minimum thresholds (either 100 passengers or 15 short tons of cargo) onto common-user lift assets. Passenger requirements with no aggregate solution will be recommended for CTP using a source mode of "AL", air via AMC GOPAX/CTP (exercise only) by USTRANSCOM via newsgroup to the sponsoring CCMD. This recommendation will include the ULN of those records with no aggregation solution. Once this recommendation is made, it is incumbent upon the sponsoring CCMD to approve/authorize CTP for those "AK" records. This coordination is time-sensitive based on commercial ticket availability. Therefore, the decision and CTP authorization should be accomplished within 14 days after TPFDD validation. The USTRANSCOM newsgroup message back to the sponsoring CCMD recommending the use of CTP is the authorization message for the services to determine ULN eligibility for the use of CTP funds.

c. The sponsoring CCMD is responsible for ensuring Service components and other CCMDs participating in the exercise are in receipt of the CTP authorization newsgroup and if they are not, will retransmit the CTP authorization to appropriate commands for action. Establishment of an exercise address indicator group may facilitate this process. Requests to increase the amount of CTP funds for an exercise must be directed to and approved by the sponsoring CCMD. CCMDs will provide their estimates directly to the Joint Staff J-7 JETP Manager.

d. Sponsoring CCMDs may authorize CTP for unique or time-sensitive requirements. In this case, the sponsoring CCMD will confirm that mode source "AL" shows on the affected records. When this occurs, the CCMD authorizing CTP use without USTRANSCOM validation or recommendation will

submit a newsgroup message to respective Services, CCMDs, Joint Staff J-7 JETP Manager, and USTRANSCOM authorizing the ULNs for CTP. This CTP authorization message will include:

    (1) A unique CTP authorization number by exercise.

    (2) The number of passengers by ULN or force module.

    (3) Destination.

    (4) Whether the ULN is approved for CTP one-way or round trip.

    (5) The Service or CCMD responsible for CTP funding oversight.

    (6) Unit Identification Code and Unit Name.

5. <u>Funding</u>. The Joint Staff J-7 JETP Manager will execute oversight for CTP policy, control, and management, and notify CCMDs when CTP funds have been distributed to the Services for the sponsoring CCMDs' exercises.

6. <u>Purchase of Commercial Tickets</u>. Passengers approved for CTP will follow Service/CCMD regulations and procedures for purchase of commercial tickets for official government travel.

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APPENDIX D TO ENCLOSURE C

PORT HANDLING AND INLAND TRANSPORTATION

1. Background. The Joint Staff J-7 provides overall management of JETP PH and IT expenses. USTRANSCOM provides detailed management of PH expenses within SDDC-controlled ports. In the execution year, the Joint Staff allocates PH and IT funds to the Services and CCMDs based on the sponsoring CCMDs' JETP exercise schedules as published in JTIMS.

2. Definitions.

    a. Port Handling – PH includes commercial contract expenses to receive or dispatch cargo for an exercise at POE and POD associated with MSC for sealift and SDDC for commercial shipping. The expenses include documentation, terminal handling, and stevedoring. Transportation expenses associated with temporary duty and/or temporary additional duty, exercise conferences, and air travel are specifically excluded from PH funding.

    b. Inland Transportation – IT funds the purchase of approved point-to-point transportation service associated with the common-user movement of exercise participants and cargo, between the units' home base/installation to and from a POE/POD and to or from the exercise area, by commercial-for-hire firms when organic transportation is not available or cost effective. Movement is by surface transportation (rail, highway, and inland waterway). Leasing of containers is only allowed for the exercise time period which is defined as date of shipment from home-station to date of return to home station. The leasing of commercial vehicles (e.g., passenger vans) is specifically excluded from this definition and should not be confused with commercial-for-hire firms, including bus lines. Transportation expenses associated with temporary duty and/or temporary additional duty, exercise conferences, and air travel are specifically excluded from IT funding.

3. Funding. Funding for PH and IT services in support of JETP exercises will normally be provided via TACs. When use of a TAC is not feasible, the Joint Staff J-7 JETP Manager will release PH and IT funds, as required, normally via FAD, after consultation with the Service headquarters and sponsoring CCMD.

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APPENDIX E TO ENCLOSURE C

SMALL COMMERCIAL CARGO PROGRAM

1. Purpose

    a. The SCCP is intended to provide JETP funding for shipment of small amounts of cargo using the Transportation Management Office (TMO) or Installation Transportation Office (ITO) procured air cargo tenders (e.g., worldwide express, General Services Administration small package contracted programs, etc.). Eighteenth Air Force (18 AF) TACC may recommend use of SCCP funding when they determine it is impractical to schedule a dedicated exercise air mission, consolidate the requirement with other CE2 supported exercise cargo requirements, or ship via the AMC channel system. Sponsoring CCMDs are the approving authorities for the use of SCCP funding, and will coordinate with the Joint Staff J-7 JETP Manager for approval of all SCCP requests over two short tons.

    b. SCCP funding can be used to move cargo from the TPFDD Aerial Port of Embarkation (APOE) to the TPFDD Aerial Port of Debarkation (APOD). Due to commercial carrier infrastructure, the deploying unit and/or installation transportation function should determine the most cost effective cargo routing to the U.S. government, which may include movement from or near origin and/or final destination.

    c. Surface movement road, rail, and commercial waterway of JETP exercise cargo will be funded by the JETP, through the Service staffs, as IT costs. JETP exercise cargo movement via the AMC channel system will be funded through the Joint Staff MIPR provided to HQ AMC/A8 FM.

    d. The OPR for policy issues regarding SCCP funding is 18 AF/A3Y while 618 AOC (TACC) is responsible for recommending SCCP use and executing the program.

2. Procedures

    a. All cargo requirements validated by the sponsoring CCMD as requiring movement by SCCP will be listed in the TPFDD with a mode source of "AJ." This validation is the authorization for movement via SCCP.

    b. When possible, use of the AMC channel system to move small amounts of exercise cargo will be given priority over movement by cargo tender. 618 AOC (TACC) will determine whether existing channels can move the cargo prior to recommending SCCP funding for cargo tender. When a unit is advised to ship via the AMC channel system, standard channel procedures apply. In rare

cases where surface movement of exercise cargo cannot meet the required delivery date, SCCP may be authorized to move the cargo by air to and from the channel APOE/APOD. The shipping unit, through its TMO/ITO, is responsible for coordinating with the channel APOE for onward movement of the cargo. This includes providing fund cites for shipment.

    c. SCCP funding may also be recommended from TPFDD APOE to TPFDD APOD if 618 AOC (TACC) determines that:

        (1) The cargo requirement is insufficient to justify a dedicated exercise mission.

        (2) It is impractical to consolidate the ULN cargo with other exercise airlift requirements.

        (3) The AMC channel system cannot satisfy the ULN cargo requirement in whole or in part.

    d. SCCP may be authorized for air transportation within the CONUS, and between CONUS and a CCMD's area of responsibility.

    e. If SCCP funding is considered by 618 AOC (TACC) for locally procured commercial cargo movement, the deploying unit, through its TMO/ITO, must obtain a contract cost estimate for moving the cargo by a civil reserve air fleet air carrier. The estimate should be based on movement from the TPFDD APOE to TPFDD APOD or to/from AMC channel APOD/APOE, as determined by 618 AOC (TACC). The contract cost estimate must be provided to 618 AOC (TACC) prior to recommending SCCP authorization to USTRANSCOM. Cost estimate should be the most cost effective to the U.S. government and may include movement from or near origin/final destination, based on commercial carrier infrastructure.

    f. Upon receipt and review of the contract cost estimate, AMC may recommend the sponsoring command authorize SCCP funding. The recommendation will include ULN, cargo weight, APOE, APOD, and the unit-provided cost estimate.

    g. When approved, USTRANSCOM will issue a SCCP authorization to include the commercial cost estimate provided by the deploying unit. Authorizations will be addressed to the Joint Staff J-7 JETP Manager, Services, sponsoring CCMD and deploying unit.

    h. The Joint Staff will maintain a portion of JETP funding for SCCP and issue the funds to the Services as needed. The use of exercise-specific TACs is the normal procedure for funding SCCP charges. When use of a TAC is not

feasible, the Joint Staff J-7 JETP Manager will release SCCP funds as required, normally via FAD, with the sponsoring CCMD authorization and after consultation with the Service headquarters and sponsoring CCMD.

    i. The unit, through its TMO/ITO, is responsible for contracting the movement and preparing the cargo in accordance with reference r and the commercial carrier's instructions. Some U.S. carriers can ship hazardous cargo, to include explosives, if notified in advance and permissions are obtained. If commercial airlift is used in conjunction with AMC channel airlift, the unit must also ensure that cargo is prepared and documented in accordance with reference r.

    j. Prior to shipment, the unit will provide fund cites and TACs to the TMO/ITO for payment of transportation services. TACs can be accessed by TMO/ITO/mobility units through the transportation global edit table. The unit will also advise the sponsoring CCMD of contract cost estimates prior to movement and actual billing costs after completion of movement. The sponsoring CCMD will report the estimates and actual costs to the Joint Staff J-7 JETP Manager, Services, and USTRANSCOM J-3T monthly.

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ENCLOSURE D

JOINT TRAINING SUPPORT CAPABILITIES

1. Purpose. To describe joint training capabilities available to support the joint training requirements of the Armed Forces of the United States.

2. Joint Staff J-7. Joint Staff J-7 is funded and resourced to provide a broad range of scalable common joint training support to CCMDs and Services. Support is coordinated through Joint Staff J-7 CCMD and Service Desk Officers. In general, the Joint Staff J-7 program of work is outlined at the annual WJTC and requests for support that are outside of the program of work are submitted in accordance with the guidance in Appendix A to this Enclosure. For more detailed information on Joint Staff J-7 joint training products and capabilities, see reference s.

    a. Event Support – Joint Staff J-7 will provide exercise design, planning, preparation, execution, and analysis support throughout the JELC.

    b. Joint Training Environment – Joint Staff J-7 can provide a range of capabilities to facilitate exercise design and execution. These include:

        (1) Scenario – The scenario development team develops an exercise scenario and associated products that describes the strategic and operational environment in sufficient scope and detail to allow accomplishment of the exercise and training objectives.

        (2) Joint Master Scenario Events List – The MSEL Section supports storyline and inject development, management, integration, and execution. Joint Staff J-7 support can include MSEL database administration, JELC MSEL conference facilitation, and leading MSEL synchronization during execution.

        (3) Operational Environment (OE) – The OE team supports the design and execution of joint and coalition exercises by developing an exercise environment and related scenario products that allow supported commands to operate in a realistic and challenging environment.

        (4) Opposing Forces – The OPFOR team designs and depicts adversaries to support the exercise and training objectives of the supported command.

        (5) Simulation Operations – Joint Staff J-7 provides instructor/controllers to coordinate response cell actions; and use M&S systems to replicate forces and capabilities and to train response cell members on how to organize and integrate into the exercise.

(6) Countering Threat Networks (CTN) – The CTN team enhances the realism and accuracy of exercises by introducing geographically based Human Threat Networks (insurgent, criminal, terrorist, etc.) into the OE.

c. OPFOR/SITFOR support provides a robust and realistic opponent that supports joint event training objectives. Specifically, the OPFOR/SITFOR cell portrays traditional military, paramilitary, irregular military, insurgents, terrorists, or any other type of organizations representing OPFOR or SITFOR as required by the scenario in the simulation as well as the simulation of commercial shipping and air assets. The OPFOR/SITFOR cell can:

(1) Prepare and implement "the threat" for the training audience following the OPFOR Campaign Plan (approved by the Event Director or his designated representative).

(2) Ensure all OPFOR Campaign Plan activities support the MSEL as well as provide dynamic events coordinated and approved by Senior Control.

d. M&S Support

(1) Joint Staff J-7 DD JT provides M&S support based on CCMD training objectives and uses various tools to support joint training for CCMDs and Service training programs.

(2) In order for Joint Staff J-7 DD JT to support Service and joint exercises, the technical aspects of the exercise require verification to ensure that the systems will provide the training audience with the stimulation required to meet training objectives. Differences in exercise size and scope, as well as simulation selection will dictate exactly what is required. The lead event planner will make the final determination of what pre-exercise testing is required to ensure a successful exercise. In support of this effort, the M&S planner provides technical oversight and conducts associated event tests.

e. Joint Staff J-7 is capable of managing and directing all aspects of a JECG during exercise execution. Typical Joint Staff J-7 support includes producing exercise control plans; conducting JECG plenary and functional training of control group personnel; conducting final preparations for exercise execution to include COMMEX and MINI-EX; management of MSEL injects, etc. The Joint Staff J-7 level of JECG support is based on the requirements determined by the supported CCMD or Service.

f. Observation, Training, and Analysis Support – A Deployable Training Team (DTT) will be provided to support the training event/exercise execution phase to include one pre-exercise training event (academics, seminar, etc.).

(1) Academic Training Support – While academics are one of two training methods described in reference s, the term "academic" in this context refers to all instructional opportunities and events preceding the practical application (operation order planning and/or execution) portions of an exercise.

(a) Joint Staff J-7 DD JT is responsible for the development of the academic training plan based on the direction of the training audience commander. Considerations in developing the content of the plan include: joint mission essential tasks selected from the UJTL; exercise/training objectives; exercise mission and scenario; major focus areas; commander's guidance and commander's critical information requirements; and observations from previous exercises.

(b) Joint Staff J-7 DD JT provides observer/trainer (O/T) and AAR analyst support required to complete academic training. Training support options include:

<u>1</u>. Seminars – Doctrine-based presentations/ discussions conducted or facilitated by O/Ts for the commander and primary staff in plenary sessions tailored to meet the exercise training objectives.

<u>2</u>. Functional Training – More focused learning by individual J-codes, staff sections, and various boards/bureaus/centers/cells.

<u>3</u>. Senior Leader Seminars – Seminars aimed at providing the commander's flag and general officers and other designated personnel the opportunity to study and discuss what the commander considers to be key issues, as they relate to a particular exercise or command issue.

<u>4</u>. Crisis Action Planning Workshop – A series of functional-level sessions during which the training audience works through the crisis action planning/operational planning process, developing appropriate staff section estimates.

<u>5</u>. The SGST is a training tool that provides an online, distributed exercise capability. SGST fills the gap between individual training and large-scale training exercises through providing the capability to create, modify, manage and deliver small group training anytime, anyplace to train and exercise the staff, rehearse plans, validate plan courses of action and conduct after action reviews. Organizations can use SGST to prepare for large-scale exercises by building and accessing a library of exercises with instructional and assessment features.

<u>6</u>. Part Task Trainers are tailored O/T led staff training activities using scenario vignettes and other tools like the SGST to practice

staff tasks and battle rhythm activities against detailed standards and performance objectives.

      (2) Planning, Preparation, and Execution Support

          (a) The tailored DTT, composed of O/Ts, AAR analysts, doctrine and lessons learned representatives, and technical support specialists, provides support to enable the training audience to achieve their exercise and training objectives. This is accomplished by providing feedback through daily contact and functional AARs, facilitated after-action reviews (FAARs), and a Commander's Summary Report (CSR) given to the training audience commander.

          (b) The following products may be provided:

          <u>1</u>. Functional After-Action Review – Cover specific staff areas and are designed to capture areas for sustainment and improvement.

          2. Facilitated After-Action Review: An overall exercise/event review conducted at the conclusion of the exercise at a time and place determined by the supported commander.

          <u>3</u>. CSR – The CSR will be completed and provided to the primary training audience's commander generally within 10 working days of event completion to support the commander's post-exercise assessment.

     g. Intelligence Support – Joint Staff J-7 DD JT Intelligence Section provides varying levels of planning and execution support throughout the exercise/event JELC process. To do this, Joint Staff J-7 DD JT establishes an intelligence planning team, to include military, civilian and contractor planners and supporting functional representatives. The Intelligence Planner acts as the conduit between the training audience(s) intelligence planners and Joint Staff J-7 DD JT. The major areas of support in the planning process include: intelligence production, training, intelligence models and simulations, intelligence communication systems, targeting, and collections. The necessity for individual products varies with each exercise, and is determined under the guidance of the intelligence planner.

     h. Exercise Sustainment Planning Support

      (1) Sustainment encompasses logistics and personnel services necessary to maintain and support operations until mission accomplishment. Sustainment planners facilitate training in the following functional areas: supply support, maintenance, transportation, human resources support, religious ministry support, financial management, legal support, health services, explosive ordnance disposal (non-improvised explosive device), field

services, and general engineering. The level and fidelity of sustainment play is dependent upon exercise objectives, training objectives, and availability of required resources.

(2) External Sustainment Agencies – Sustainment exercise play can be enhanced with the participation of external agencies and commands such as USTRANSCOM, Defense Logistics Agency, and Army Sustainment Command. As mentioned above, Joint Staff J-7 DD JT can help identify requirements and coordinate this participation.

i. Interagency Support

(1) Develop interagency joint academic training.

(2) Define the appropriate level of interagency participation based on training objectives. Coordinate for Washington-based Interagency support and incorporate Interagency training requirements into the exercise design when possible.

(3) Joint Staff J-7 DD JT will replicate interagency partners if actual players are not available.

j. Joint Information Operations Range

(1) The Joint Information Operations Range (JIOR) is an alliance of Information Operations (IO) environments (sites) linked together to form a secure, holistic, virtual range network. The JIOR enhances the representation of operationally relevant IO conditions in, and the integration of non-kinetic activities into live, virtual, and constructive environments. It is a certified closed-loop environment, comprised of traditional military and government ranges, laboratories, operations centers, training facilities, and tool and weapon development sites.

(2) The JIOR interconnects the infrastructure and assets to provide a relevant, realistic, and secure test, training, and exercise environment for the development and operationalization of IO capabilities and their associated TTPs. It facilitates the creation of event-specific environments representative of actual combat targets, systems, and situations to meet IO-related training objectives.

k. Information Operations support – The Joint Staff J-7 DD JT IO planner provides:

(1) A global historic perspective of joint operations in the design of exercise events.

(2) Knowledge of future concepts in joint operations to include integration of new constructs, organizations, TTPs, and policy.

(3) Expertise and resources in order build the training environment to mirror the joint operations environment.

(4) Advocacy of TTP development and C2 of coalition operations in order to facilitate increased multinational partners' participation.

(5) Joint training system expertise to facilitate exercise design and integration of IO across other functional areas.

(6) Mentoring of CCMD IO planners and assistance in leading JECG IO cells; facilitation the IO working group throughout the JELC.

(7) Training objective development at the fidelity necessary to support exercise design.

(8) Storyline management during exercise execution and MSEL product fidelity.

(9) Development of OPFOR IO plans and communications strategy;

(10) Facilitation of tool integration to improve replication of a realistic training environment.

l. Cyberspace Operations support – The Joint Staff J-7 DD JT Cyberspace Operations (CO) planner provides:

(1) A global historic perspective of joint operations in the design of exercise events.

(2) Knowledge of future concepts in joint operations to include integration of new constructs, organizations, TTPs, and policy.

(3) Expertise and resources in order to build the training environment to mirror the joint operations environment.

(4) Advocacy of TTP development and C2 of coalition operations in order to facilitate increased multinational partners' participation.

(5) Joint training system expertise to facilitate exercise design and integration of CO across other functional areas.

(6) Mentoring of CCMD CO planners and assistance in leading JECG CO cells.

(7) Facilitation of the CO working group throughout the JELC;

(8) Training objective development at the fidelity necessary to support exercise design.

(9) Storyline management during exercise execution and MSEL product fidelity.

(10) Development of OPFOR CO plans and strategy.

(11) Facilitation of tool integration to improve replication of a realistic training environment.

m. Space Operations and Missile Defense support

(1) Joint Staff J-7 DD JT support includes space and missile scenario design and JMSEL development, coordination with external partner agencies and mission owners, and functional space operations and missile defense training prior to and/or during exercise execution. The space and missile planners coordinate M&S support as required to add realism to operational environments to enable the training audience to exercise space operations and missile defense activities.

(2) During execution the space operations and missile defense O/T cadre provide functional/cross-functional training & education to joint or combined staffs in meeting national space and missile defense policy objectives.

n. Special Technical Operations support – The Joint Staff J-7 DD JT Special Technical Operations (STO) Section provides joint exercise support, training expertise, and integration of STO capabilities in support of CCMDs' operational plans and training objectives. The STO planner assists in the development of the STO training environment based on STO training objectives identified by the CCDR and training audience. The STO planner will coordinate live fire activities, coordinate additional STO support, and partner with other functional control cells (IO, Joint Force Maritime Component Command, Joint Force Air Component Command, Joint Force Land Component Command) and organizations (e.g., Joint Staff, National Security Agency, Central Intelligence Agency).

o. Synthetic Media Support – World News Network (WNN) provides joint force commanders, staffs, component staffs, and other event participants with relevant information pertaining to the operational environment and scenario in the form of real-time synthetic television, print, and radio media. WNN products facilitate training in public communications, perception management,

information management, open source intelligence collection, and strategic communication. WNN products may include:

(1) Road To Crisis (RTC) Videos – The RTC Video is a scene-setter newscast that sets the stage for an exercise, STAFFEX, vignette, or wargame.

(2) WNN Broadcasts – The WNN newscast provides current scenario-related information and a reflection of public support for a military operation.

(3) WNN Special Reports – The WNN special report is a short newscast that provides pertinent scenario information that must be injected quickly or at a specific time during an exercise.

(4) Adversarial and Regional News – Adversarial and regional newscasts provide information from the perspective of an adversary, geographic region, ethnic group, or other social influence on military operations.

(5) Print News Stories – Print news stories provide exercise controllers with an alternative to WNN video products for injecting MSEL events and scenario information.

(6) World News Radio – World News Radio provides an additional medium for simulated news, editorials, and interviews.

(7) WNN Weather Reports – WNN provides realistic weather reporting during training events for which weather or natural disasters are major scenario themes or elements.

(8) Press Role Players – Media role players may be provided for simulated press events and interviews.

(9) Social Media – WNN produces social media and social media synopses depicting trending topics and issues relevant to the operational environment or event scenario. Social media products are introduced to training audiences as either stand-alone segments or elements of WNN Newscasts and other synthetic media.

(10) Media Training – The Media Branch may assist the Joint Public Affairs Support Element and supported commands in providing tailored media training to commanders, public affairs officers, and other joint staff members.

p. Doctrine Support

(1) SMEs are available to support event planners, and analysts throughout the JELC.

(2) Pre-event preparation – doctrine research, analysis, and feedback to ensure that doctrine topics and terminology are addressed appropriately.

(3) Event execution – coordination with O/Ts and AAR analysts to provide doctrine research and oral and written feedback that supports the coaching/mentoring effort.

(4) Event execution – support to the training audience as needed by providing doctrine information and identification of doctrine resources for internal staff training.

(5) CSR development – assist in the production of the CSR by reviewing the text for doctrinal accuracy and providing editing support.

(6) FAAR Review – Review the FAAR products for doctrinal accuracy and consistency.

q. Communications Systems Support

(1) Exercise communications planners are responsible for integration of the control network into the overall exercise architecture. They analyze joint and service exercise objectives, operational C2 systems and processes, and integrate exercise simulation architectures into exercise communications architectures. Communications planners assist training audience J-6 planners with planning communications requirements.

(2) Joint Staff J-7 DD JT will provide the majority of secure and non-secure data, voice and video teleconference services to the supported command and subordinate elements in support of exercises conducted by Joint Staff J-7. Joint Staff J-7 DD JT will validate all communications systems requirements and assist supported commands throughout the JELC to ensure support requirements are met prior to execution.

3. Joint Knowledge Online Support. JKO delivers 24/7 global access to its three training portals, providing training necessary for individuals to prepare, in advance, for joint and coalition training exercises and joint operations, and serves a user-base of military personnel, multinational, intergovernmental, and interagency individuals involved in joint and coalition operations. Training products on JKO include Web-based joint fundamental courses, Joint Staff J-7 DD JT Deployable Training Division Insights and Best Practices, special area curriculums, and immersive simulation training applications and are provided

via three networks: the Internet and military unclassified and classified networks.

4. <u>Joint Deployment Training Center Support</u>. The JDTC provides JOPES and GCCS-J training for the joint community through resident instruction (Fort Eustis, VA), MTTs and distributed learning products via the SIPRNET. Prospective students may register online at reference t.

5. <u>Joint Tactical Air Operations Interface Training Program Support</u>. The JID manages the Joint Tactical Air Operations Interface Training Program for the CCDRs, Services, and Defense agencies. The JID focuses on preparing U.S. joint and multinational warfighters to support the various tactical data systems such as Link 16 through resident instruction (Pope Army Airfield, NC), MTTs and distributed learning products. JID responsibilities include:

   a. Operate Joint Multi-Tactical Data-link School to include development of interface training materials.

   b. Provide operational support to CCDRs, Services, and Defense agencies.

   c. Review Service/Joint Network Design and maintain Joint Network Design Library.

   d. Maintain and Operate Joint Tactical Information Distribution System Pulse De-confliction Servicer.

   e. Provide Joint Interface Control Officer Support Team Capability that includes a Joint Link engineering Response Team, Joint Network Design Team, and Joint Interface Control Cell Team.

6. <u>Joint Targeting School Support</u>. The Joint Targeting School instructs mid-career personnel in the Joint Targeting process, based on the six-step joint targeting cycle. Four core periods of instruction are given:

   a. Staff – A three week course that starts with national strategic end state and objectives, and translates those into CCMD and component command objectives, effects, and targeting guidance. The course proceeds through target development and how the joint target list is formed, matched with capabilities, and disseminated for execution and combat assessment.

   b. Applications – A weeklong course focused on determining the quantity of a specific type of lethal or non-lethal weapons (air to surface and/or surface to surface delivered) required to achieve a specific level of damage to a given target (point targets, area targets, buildings, runways, bridges, tunnels, bunkers, target complexes) mainly using the Joint Munitions Effectiveness Manual Weaponeering System.

c. Battle Damage Assessment – A weeklong course focused on the assessment process, combat assessment concepts, and conducting physical, functional, and target systems assessment for lethal/non-lethal target types.

d. Collateral Damage Estimation – A weeklong course of instruction and certification using the DoD five-step process for collateral damage that provides decision makers the risk to noncombatants, so that military advantages can be weighed against collateral concerns.

e. Detailed information and registration instructions are online at reference u.

7. <u>Joint Command, Control, Communications, and Computers Planners Course</u>. The Joint Command, Control, Communications, and Computers (C4) Planners Course is a four-week operational level course designed to educate C4 planners in doctrinal C4 concepts in the joint, interagency, and coalition environments. The target audience is the O-3 to O-5, W3 to W5, E-7 to E-9, coalition service member, and DoD civilian equivalent level. This course at Fort Gordon, Georgia, focuses on the technical aspects of Joint C4 planning associated with strategic-, theater-, and tactical-level systems within the deliberate and crisis action planning processes.

8. <u>Joint Personnel Recovery Agency Support</u>. Joint Personnel Recovery Agency (JPRA) supports DoD's preparation, planning, execution, and adaptation of personnel recovery (PR). PR includes military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of personnel who become isolated while participating in a U.S.-sponsored military activity or mission and are, or may be, in a situation where they must survive, evade, resist, or escape. Based on inherent staff capacities, JPRA can provide tailored on-site operational support to train and advise commanders and staffs responsible for conducting or supporting personnel recovery. JPRA is a Chairman's Controlled Activity, working through the Joint Staff DJ-7. As the executive agent for JPRA, the Air Force provides administrative and financial support. JPRA provides an LNO to Joint Staff J-7 DD JT to coordinate tailored exercise support.

a. Personnel Recovery Education and Training Center (PRETC). The PRETC, located in Fredericksburg, Virginia, is a dedicated education and training facility focused on educating commanders and their staffs as well as select interagency and international PR professionals in the art and science of planning and executing personnel recovery. PRETC exercise planners and O/Ts are also fully integrated into the JELC. The PRETC curriculum is available via in-residence, advanced distributed learning, and worldwide MTT.

b. Personnel Recovery Academy. The Personnel Recovery Academy (PRA), based at Fairchild AFB in Spokane, Washington, with small satellite training facilities at Pope Army Airfield, North Carolina, and Naval Air Station North Island, California, is the DoD center of subject matter expertise for isolated personnel issues. It is a center for research, education, and training in specialized survival, evasion, resistance, and escape (SERE) and Code of Conduct applications for USG personnel. Training is tailored to customers' needs based on mission profiles and operating environments, urgency, and time available for training. Training is provided in-residence and by mobile training teams. The PRA also provides training for Service SERE instructors.

9. Joint Center for International Security Force Assistance. Joint Center for International Security Force Assistance (JCISFA) supports the integration of Security Force Assistance (SFA) capabilities into the current and future Joint Force in order to advance joint war fighting capability. JCISFA serves as the DoD's point of advice and assistance for international SFA including the tasks to organize, train, equip, build/rebuild and advise PN security forces. JCISFA shapes and informs Joint doctrine and supports the design and development of joint training, and education. JCISFA captures, analyzes, exchanges and archives SFA lessons learned, supports Joint concepts and JCIDS with SFA subject matter expertise and introduces, examines, and validates emerging SFA concepts. JCISFA is the advocate of SFA training, education and doctrine for the joint force. JCISFA is a Chairman's Controlled Activity, working through the DJ-7. As the executive agent for JCISFA, the Army provides administrative and financial support. JCISFA can provide support to Joint Staff J-7 DD JT to coordinate tailored exercise support

10. USSOCOM Enterprise-Wide Training and Exercise Program. USSOCOM supports the special operations exercise support requirements of the GCC Theater Special Operation Commands and their integration into GCC exercises. USSOCOM also supports the Services' JNTC accredited exercises through provision of replicated SOF to help achieve improved SOF-Conventional Force Interdependence.

a. The USSOCOM Enterprise Wide Training and Exercise Program is executed through the deployments of Joint Training Teams consisting of Observer Trainer and Analyst Trainer SMEs in all functional areas. USSOCOM also conducts the following activities:

(1) Planning, designing, coordinating, synchronizing and executing collective training and exercises across the USSOCOM Enterprise (TSOC, SOF Component, SOF Battle Staffs, SOJTF).

(2) Train joint conventional force HQ (GCC or JTF HQ staffs) on the proper employment and integration of special operations.

(3) Facilitate the Interdependence between SOF, Conventional Forces, Interagency, and PN forces through training and exercises.

b. Through the JNTC program, USSOCOM enhances (IAW JTCP priorities) Service tactical level exercises through the use of SOF replication cells, realistic military training, and virtual call For Fire (vCFF) support.

11. <u>Joint Sourcing Training and Oversight</u>. The Joint Sourcing Training and Oversight (JSTO) process supports CCMD stated, and Joint Staff validated, force requirements that are met through non-standard sourcing solutions. The JSTO process is managed by the Joint Staff J-31 to ensure that standardized training is provided for these joint, in-lieu-of, and ad-hoc non-standard sourcing solutions. Joint Staff J-31, in conjunction with Headquarters, Department of the Army and the U.S. Army Forces Command, assist other Force Providers with required training that is currently outside the capability of the parent Service. Joint Staff J-31 facilitates an annual JSTO conference to reach consensus on training for units or individuals sourced for a force rotation cycle.

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APPENDIX A TO ENCLOSURE D

OUT OF CYCLE REQUESTS

1. <u>General</u>. OoC support requests are submitted to Joint Staff J-7 to justify unprogrammed and unplanned support that is necessary to meet emerging mission readiness requirements. Support may be provided if the resources are available without reprioritizing the joint training enterprise program of work and funding is available or provided.

2. <u>Process</u>. OoC support requests will be submitted to the Joint Staff DJ-7 as a memorandum from a G/FO or equivalent of the CCMD or Service training directorate. Memorandums will be prepared IAW the format outlined at Annex A of this appendix.

   a. Any organization that identifies an OoC support requirement must submit a memorandum with a detailed description of the requested support and what will be accomplished through the provision of the requested support. To preclude processing delays, organizations are encouraged to provide comprehensive submissions with detailed information that will assist the Joint Staff in making timely assessments of the request. Complete and cogent justifications for the support are key to the approval process.

   b. Organizations will also document their emergent support requirements in JTIMS, if applicable, under event details as appropriate – forces/participants; expenses; and range/simulations.

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ANNEX A TO APPENDIX A TO ENCLOSURE D

OUT OF CYCLE TRAINING/EXERCISE SUPPORT REQUEST FORMAT

Submitted by: G/FO or equivalent of the Service or CCMD's training directorate name.

Proposed exercise/event for support: Name, date(s), and location(s) of exercise/event as identified in JTIMS.

Description: A detailed description of the support requested, i.e., what is to be accomplished and the support necessary to meet the training objectives. (Examples could include subject matter/functional experts; unique modeling and simulation requirements based on the scenario; Joint C2 suite from the Joint Communications Support Element; specialized platform or hands-on training)

Justification: A clear statement of need focused on how the project directly supports force generation, readiness or the CCMD's joint warfighting mission.

Funding Plan: Detailed cost estimates should be listed in this section. In particular, temporary duty requirements, contractual services and equipment purchases must provide detailed unit costs, rates and descriptions to include contractual vehicles and acquisition contracts to be used.

Provide separate answers to the following questions:

    (1) Why is this request considered unforeseen or emergent?

    (2) Can the Service or CCMD provide an internal funding source for the support request?

    (3) What is the realistic impact of failure to provide the OoC exercise/ training support?

    (4) Is there an out-year budget requirement to fund this initiative? If so, how is this requirement to be addressed for future years?

CCMD Point of Contact: Planner name, rank, office, phone number.

Approving Authority: (Combatant Commander, Deputy Combatant Commander, or Director of Training).

NOTES:

1. Submissions should not be limited to one page. Adequate information is required in order for Joint Staff J-7 to assess each request.

2. Submissions must contain all paragraphs complete with required information. Incomplete information generally results in processing delays.

ENCLOSURE E

REFERENCES

a. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States"

b. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States"

c. DoD Directive 1322.18, 13 January 2009, "Military Training"

d. Defense Security Cooperation Agency Manual 5105.38-M "Security Assistance Management Manual," at NIPRNET <https://www.samm.dsca.mil> (Accessed: 5 May 2015)

e. CJCSI 4600.02 Series, "Exercise-Related Construction (ERC) Program Management"

f. Office of the Deputy Secretary of Defense, 5 February 2009, "Strategic Plan for Transforming DoD Training"

g. DoD 7000.14-R "DoD Financial Management Regulation, Military Pay Policy and Procedures—Active Duty and Reserve Pay"

h. DFAS Manual 7097.01, August 2013, "Departmental Reporting Manual for Office of the Secretary of Defense (Treasury Index 97) Appropriations," at NIPRNET <http://www.asafm.army.mil/offices/BU/Dfas709701.aspx> (Accessed: 5 May 2015)

i. Intelink, Joint Training Environment Network, Event Technical Support Request at NIPRNET <https://intelshare.intelink.gov/sites/jcw/Exercises/etsr/SitePages/Home.aspx> (Accessed: 5 May 2015)

j. CJCSN 3500.01 Series, "2015-2018 Chairman's Joint Training Guidance"

k. CJCSI 3500.02 Series, "Universal Joint Task List Program"

l. CJCSM 3500.04 Series, "Universal Joint Task Manual"

m. Joint Training Information Management System links at SIPRNET <http://jtims.js.smil.mil/jtims> or NIPRNET <https://jtims.js.mil/jtims> (Accessed: 5 May 2015)

n. DoDM 5200.01, Volume 2, Change 2, 19 March 2013, "DoD Information Security Program: Marking of Classified Information"

o. Overseas Humanitarian Assistance Shared Information System (OHASIS) database at <https://www.ohasis.org> (Accessed: 5 May 2015)

p. CJCSI 3207.01 Series, "Department of Defense Support to Humanitarian Mine Action"

q. DoDI 2205.02, 23 June 2014, "Humanitarian and Civic Assistance (HCA) Activities"

r. CJCSM 3122.02 Series, "Joint Operation Planning and Execution System (JOPES) Volume I and III"

s. Joint Staff J-7 DD JT Joint Training Handbook 2014

t. Joint Deployment Training Center link at NIPRNET <http://www.jdtc.eustis.army.mil/default.aspx> (Accessed: 5 May 2015)

u. Joint Targeting School link at SIPRNET <https://intellipedia.intelink.sgov.gov/wiki/Portal:Joint_Targeting_School> (Accessed: 5 May 2015)

GLOSSARY

A/C	Accreditation/Certification
AAR	After Action Review
AMC	Air Mobility Command
AOC	Air Operations Center
AOR	area of responsibility
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
ATC	Adaptive Training Capability
BES	budget estimate submission
C2	Command and Control,
C4	Command, Control Communications, and Computers
CB	Corporate Board
CCMD	Combatant Command
CE2T2	Combatant Commanders Exercise Engagement and Training Transformation
CEP	Chairman's Exercise Program
CJCS	Chairman of the Joint Chiefs of Staff
CND	Critical Notification Date
COMMEX	Communications Exercise
CONUS	Continental United States
CP	campaign plan
CPX	Command Post Exercise
CSA	Combat Support Agencies
CSR	Commander's Summary Report
CTP	Commercial Ticket Program
DCCEP	Developing Countries Combined Exercise Program
DD JED	Deputy Directorate for Joint Education and Doctrine
DD PMA	Deputy Directorate for Program Management Activities
DD JT	Deputy Directorate for Joint Training
DFAS	Defense Finance and Accounting Service
DoD	Department of Defense
DSCA	Defense Security Cooperation Agency
DTT	Deployable Training Team
EMS	Execution Management System
ERC	Exercise Related Construction
ESC	Executive Steering Committee
FAAR	Facilitated After-Action Report
FAD	Funding Authorization Document
FPC	final planning conference

FTX   Field Training Exercise

GCCS-J   Global Command and Control System - Joint
GJTI   Global Joint Training Infrastructure

HA   Humanitarian Assistance
HADR   Humanitarian Assistance and Disaster Relief
HCA   Humanitarian and Civic Assistance
HDR   Human Development Report
HITI   High Interest Training Issues

IA   Information Assurance
IMF   International Monetary Fund
IO   Information Operations
IT   Inland Transportation
ITO   Installation Transportation Office

JAEC   Joint Assessment and Enabling Capability
JDAD   Joint Doctrine Analysis Division
JDTC   Joint Deployment Training Center
JECG   Joint Exercise Control Group
JELC   Joint Event Life Cycle
JEP   Joint Exercise Program
JETP   Joint Exercise Transportation Program
JFO   Joint Fires Officers
JICO   Joint Interface Control Officer
JID   Joint Interoperability Division
JIDB   Joint Investment Database
JIOR   Joint Information Operations Range
JKDDC   Joint Knowledge Development and Distributive Capability
JKO   Joint Knowledge Online
JLOTS   Joint Logistics-Over-The-Shore
JLVC   Joint Live Virtual Construction
JMETL   Joint Mission-Essential Task List
JMTS   Joint Multi-Tactical Data Link School
JNTC   Joint National Training Capability
JOPES   Joint Operation Planning and Execution System
JPET   JTCP Planning and Execution Tool
JPRA   Joint Personnel Recovery Agency
JRSOI   Joint Reception, Staging, Onward Movement and Integration
JSS   Joint Simulation System
JSTO   Joint Sourcing Training and Oversight
JTAC   Joint Terminal Attack Controller
JTC   Joint Training Committee
JTCC   Joint Training Coordination Conference
JTCP   Joint Training Coordination Program

JTEN	Joint Training Enterprise Network
JTF	Joint Task Force
JTIMS	Joint Training Information Management System
JTP	joint training plan
JTS	Joint Targeting School
LCMS	Learning Content Management System
LOTS	Logistics Over-The-Shore
M&S	Modeling and Simulation
MET	Mission Essential Task
MINI-EX	Mini-Exercise
MIPR	Military Interdepartmental Purchasing Request
MPC	mid planning conference
MRX	Mission Rehearsal Exercise
MSC	Military Sealift Command
MSEL	Master Scenario Event List
MTT	Mobile Training Team
NDD	Network Description Document
NIPRNet	Non-Secure Internet Protocol Router Network
NOSC	Network Security and Operations Center
O/T	Observer/Trainer
OHDACA	Overseas Humanitarian, Disaster, and Civic Aid
OoC	out of cycle
OPFOR	Opposing Forces
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
OSD/FR&T	Office of the Secretary of Defense, Force Readiness and Training
OSE	Organization Scheduling the Event
PBR	Program Execution Plan Budget Request
PE	Personal Expenses
PEP	Program Execution Plan
PG&O	Program, Goals and Objectives
PH	Port Handling
PN	Partner Nation
POD	port of debarkation
POE	port of embarkation
POM	Program Objective Memorandum
PRA	Personnel Recovery Academy
PRETC	Personnel Recovery Education and Training Center
RTC	Road-to-Crisis

SAAM	Special Assignment Airlift Missions
SAD	Strategic Airdrop
SAMM	Security Assistance Management Manual
SCCP	Small Commercial Cargo Program
SDDC	Surface Deployment and Distribution Command
SERE	Survival, Evasion, Resistance, and Escape
SGST	Small Group Scenario Trainer
SIF	Service Incremental Funding
SIPRNet	Secret Internet Protocol Router Network
SITFOR	Situational Forces
SLT	Stakeholder Leadership Team
SME	Subject Matter Expert
SOF	Special Operations Force
STO	Special Technical Operations
T2	Training Transformation
TACC	Tanker Airlift Control Center
TCC	Transportation Component Command
TGAF	Training Gaps Analysis Forum
TMO	Transportation Management Office
TPFDD	Time-Phased Force and Deployment Data
TTP	Tactics, Techniques and Procedures
TWCF	Transportation Working Capital Fund
UJT	Universal Joint Task
UJTL	Universal Joint Task List
ULN	Unit Line Numbers
UNDP	United Nations Development Programme
UR	urgent requirement
USFK	United States Forces Korea
USG	U.S. Government
USSOCOM	U.S. Special Operations Command
USTRANSCOM	U.S. Transportation Command
VCAT	Virtual Cultural Awareness Trainer
VDJ-7	Vice Director, Joint Staff J-7
WEO	World Economic Outlook
WHS	Washington Headquarters Services
WJTC	Worldwide Joint Training Conference
WNN	World News Network