JOINT TRAINING RESOURCES FOR THE ARMED FORCES OF THE UNITED STATES

JOINT STAFF
WASHINGTON, D.C. 20318

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

JOINT TRAINING RESOURCES FOR THE
ARMED FORCES OF THE UNITED STATES

References: See Enclosure G.

1. <u>Purpose</u>. This manual implements 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-s.

2. <u>Superseded/Cancellation</u>

    a. CJCS Manual (CJCSM) 3511.01, 26 May 2015, "Joint Training Resources for the Armed Forces of the United States," is hereby superseded.

    b. CJCS Notice (CJCSN) 3511, 16 April 2018, "Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) Resources Management Interim Guidance" is hereby canceled.

3. <u>Applicability</u>. This 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-F.

5. <u>Summary of Changes</u>. This revision incorporates CJCSN 3511 "Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) Resources Management Interim Guidance." It has been modified to:

    a. Incorporate business rule changes required to reflect the shift in management authority of the CE2T2 account from the Office of the Assistant Secretary of Defense for Readiness (OASD(R)) to the Joint Staff.

    b. Incorporate guidance intended to provide greater efficiency and effectiveness in managing the CE2T2 account.

    c. Incorporate updated processes for CE2T2 including the Joint Exercise Transportation Program (JETP), Joint Training Coordination Program (JTCP), as well as other CE2, and Training Transformation (T2) processes.

    d. Provide a clear overview of CE2T2 resources.

    e. Provide guidance on Title 10, U.S. Code (U.S.C.), section 321 concerning training with friendly foreign nations. In addition, payment of expenses related to such training has been removed from this document.

6. <u>Releasability</u>. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-Secure Internet Protocol Router Network (NIPRNET). Department of Defense (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.jcs.mil/library>. Joint Staff activities may also obtain access via the Secure Internet Protocol Router (SIPR) Directives Electronic Library Websites.

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

For the Chairman of the Joint Chiefs of Staff:

GLEN D. VANHERCK, Maj Gen, USAF
Vice Director, Joint Staff

Enclosures
    A – Introduction
    B – Combatant Commanders Exercise Engagement and Training
           Transformation Enterprise
    C – Combatant Commanders Exercise Engagement
    D – Training Transformation – Joint National Training Capability
    E – Training Transformation - Other
    F – Other Joint Training Support Capabilities
    G – References
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ENCLOSURE A

INTRODUCTION

1. <u>Purpose</u>. This manual describes joint training resources and resource management guidelines for CCMDs, Services, RC, NGB, CSAs, Joint Staff, and other joint organizations to plan, program, budget, and execute joint training in accordance with (IAW) the policy, guidance, and processes promulgated in references a-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, authorities, and other assets available to support joint training. Reference c defines joint training as training (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 (CCDRs) consider necessary to execute their assigned or anticipated missions.

2. <u>Background</u>. DoD Components use the Joint Training System to develop training requirements, plan, execute, and assess training based on mission-essential tasks. There is a myriad of joint training resources that support the execution of joint training. The largest joint training resource is the CE2T2 Defense-Wide account. CE2T2 funds the majority of joint training resources described herein. It supports both CCDRs' and Services' exercises that sustain readiness and support security cooperation objectives. The ability to maximize joint training depends on effective management of available joint training resources to improve joint force readiness.

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. <u>Financial</u>. There are various appropriations available to fund joint training. The largest funding source for joint training is the Joint Staff Defense-Wide CE2T2 account, which includes the Operations and Maintenance (O&M) and Research, Development, Test, and Evaluation (RDT&E) appropriations. DoD Components have various roles and responsibilities when using these appropriations to fund joint training. The primary funding source

for joint training is the CE2T2 program. Training with friendly foreign nations and payment of expenses enhance the readiness of U.S. military forces. Title 10, U.S.C., section 321 enables a Service Secretary or a CCDR to pay, or to authorize payment, for the expenses of a friendly foreign country (reference o).

    b. <u>Transportation.</u> 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. <u>Joint Training Support</u>. Other training enablers available to DoD Components for development of their joint training programs are described below.

        (1) Individual joint training, such as academic instruction, distributed learning, organizational and institutional training, and on-the-job training, are 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 (TTXs), assessment, and training ranges are activities used to conduct or support joint training.

ENCLOSURE B

COMBATANT COMMANDERS EXERCISE ENGAGEMENT AND TRAINING
TRANSFORMATION ENTERPRISE

1. Roles and Responsibilities

    a. Office of the Under Secretary of Defense for Personnel and Readiness
(OUSD(P&R)) will:

        (1) Provide oversight and strategic shaping across all CE2T2 functions.

        (2) Oversee and provide Department-wide CE2T2 policy IAW DoD
Directive 1322.18, "Military Training" (reference c).

        (3) Develop and promulgate the CE2T2 Program Goals and Objectives
(PG&O), with coordination from the Joint Staff, the Office of the Secretary of
Defense (OSD) staff, and the CE2T2 stakeholder community. The ASD(R)
ensures that the PG&O remains consistent with strategic guidance and
approves the document. During years with no full PG&O publication, ASD(R)
will publish a continuation or guidance letter. The PG&O will drive both the
Program Objective Memorandum (POM) and the Program Execution Plan (PEP)
development.

        (4) Conduct program assessment through its Joint Assessment and
Enabling Capability (JAEC) located in the Office of the Assistant Secretary of
Defense for Force Education and Training (OASD/FE&T).

    b. The Joint Staff J-7, Joint Force Development Directorate, will:

        (1) Execute authority for CE2T2 programming, planning, budgeting,
and execution resource actions, in accordance with the CE2T2 PG&O. This
includes chairing the CE2T2 Program Objective Memorandum panel with co-
chairs from ASD(R) and a rotating representative from a CCMD or Service.

        (2) Provide military advice to the ASD(R) and Deputy Assistant
Secretary of Defense for Force Education and Training (DASD(FE&T)) on the
identification of enterprise-wide joint training gaps and deficiency trends, and
joint training and engagement emerging requirements in support of the
development of the PG&O.

        (3) Develop and promulgate the annual CE2T2 PEP with coordination
from OSD staff and the CE2T2 stakeholder community. The PEP will be
approved by Director for Joint Force Development, Joint Staff J-7 (DJ-7) and
distributed to stakeholders prior the start of the new fiscal year (FY).

(4) Monitor the execution of CE2T2 funds including but not limited to commitment, obligation, and execution on a monthly basis in formats developed with ASD(R). Gather and disseminate monthly execution reporting to the enterprise and DASD(FE&T). Support ASD(R)'s oversight role by providing CE2T2 performance data, analytics, investment summaries and outcomes, and manpower inventories (military, civilian, and contractor).

(5) Comply with Deputy Chief Management Officer policy guidance (reference d) regarding use of funds for CE2T2 purposes.

(6) Manage and execute the internal reprogramming of CE2T2 funds in the year of execution.

(7) Implement and monitor accounting and financial reporting requirements to include improving the effectiveness of Internal Controls Over Financial Reporting.

(8) Monitor and reconcile monthly CE2T2 program execution with the Accounting Report Monthly (AR(M))1002, Appropriation Status by Fiscal Year Program and Subaccounts. Initiate actions to ensure the stakeholders reconcile execution with the AR(M) 1002.

(9) Establish and maintain resource distribution and tracking methods in order to achieve Financial Improvement and Audit Readiness or FIAR standards issued by the OUSD(Comptroller).

(10) Provide input to the POM.

(11) Validate program rigor and discipline by participation in the CE2T2 assessment program.

c. The CCMDs and Services will:

(1) Provide input to the POM.

(2) Provide allocation of funding for planning purposes in support of the CE2T2 PEP.

(3) Report commitments, obligations and expenditures for year of execution funds to the Joint Staff Program Managers.

(4) Emphasize the importance of funding via other avenues such as Integrated Priority Lists and within coordination of the Joint Staff.

(5) CCMDs, IAW reference j, develop, publish, and execute command joint training plans and joint training programs for command staffs and assigned forces. CCMDs are responsible and accountable to manage the execution of their allocated CCMD Training and Exercise resources and serve as primary members of the CE2 Stakeholder Leadership Team (SLT).

(6) Services under the provisions of Title 10, U.S.C., chapter 6 and IAW CJCSI 3500.01, provide trained and ready forces for joint employment and assignment to CCMDs. Services are responsible and accountable to manage the execution of their allocated Service and U.S. Special Operations Command (USSOCOM) Joint National Training Capability (JNTC) resources and serve as primary members of the CE2 SLT and the JNTC Corporate Board (CB).

(7) Validate program rigor and discipline by participation in the CE2T2 assessment program.

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APPENDIX A TO ENCLOSURE B

GOVERNANCE

1. <u>CE2T2 Governance</u>. The CE2T2 Enterprise has a governance structure that consists of four elements. This framework provides a collaborative process to identify and resolve enterprise-wide program issues at multiple levels.

a. The Senior Advisory Group (SAG) is a three-star body co-chaired by the DJ-7 and the Deputy Assistant Secretary of Defense for Force Education and Training (DASD(FE&T)). The SAG convenes to de-conflict unresolved issues and serves as the fiscal governing body for adjudicating funding allocation decisions that cannot be settled at a lower level. The SAG provides strategic direction for all joint training efforts, approves the Program Objective Memorandum (POM) and priority decisions. If an issue cannot be settled at the SAG, it will be pushed up to a higher level for review and resolution.

b. <u>CE2T2 Synchronization Board (Sync Board)</u>. The Sync Board is composed of General Officer/Flag Officer/Senior Executive Service (G/FO/SES) leaders from the Joint Staff J-7 and the OASD(R) with representation from all CE2T2 stakeholders and other invited parties. This board provides G/FO/SES-level guidance and decisions on a more routine basis throughout the year based on stakeholder recommendations. The Sync Board will validate lower-level decisions and address issues that cannot be resolved at the three O-6/GS-15-level coordinating bodies.

c. There are three (GS-15/O-6 level) coordinating bodies chaired by Joint Staff J-7 that meet periodically throughout the fiscal year to frame and resolve issues and recommend, as required, decisions regarding program policy and financial execution to the G/FO/SES-level forums:

(1) The Joint Training Principals serves as the overarching CE2T2 program body addressing crosscutting issues affecting all parts of the CE2T2 program to include T2-Other programs. The Joint Training Principals meeting convenes as required and is chaired by the Joint Staff J-7, Deputy Director, Program Management Activities (DDPMA). Membership consists of designated representatives from all CE2T2 programs. The Joint Training Principals meeting meets as needed to discuss enterprise level topics.

(2) The CE2 Stakeholder Leadership Team (SLT) serves as the CE2 component coordination body established for stakeholders to address CE2 issues in a collaborative venue. The CE2 SLT is chaired by the Joint Staff J-7, DDPMA. Voting Membership consists of representatives from each CCMDs, the

Services, and the Joint Staff J-7 Deputy Directorate for Joint Training (DDJT). The CE2 SLT meets quarterly.

(3) The JNTC CB is the forum established to address JNTC issues. The JNTC CB is chaired by the Joint Staff J-7, DDPMA. Voting Membership consists of representatives from each Service, USSOCOM, and the Joint Staff J-7 DDJT. The JNTC CB meets quarterly.

APPENDIX B TO ENCLOSURE B

PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION

1. CE2T2 Planning, Programming, Budgeting, and Execution. The CE2T2 program allows stakeholders to fund training and exercises aligned with strategic guidance across all levels of operations, focusing on improving joint force readiness, improving the joint warfighting capabilities, and evaluating joint concepts and emerging capabilities.

  a. Program Objective Memorandum

    (1) Program Objective Memorandum Panel Membership. The Joint Staff will chair the CE2T2 Program Objective Memorandum (POM) Panel with co-chairs from CCMD or Service, and OUSD(Personnel and Readiness) in order to provide a balanced enterprise perspective on the alignment of resources to strategic priorities and risk to protect joint force equities.

    (2) Program Objective Memorandum Adjustments. The POM panel will make judgments to balance program resources within the topline based on Department of Defense (DoD) strategic priorities, identified high risk areas, benefit to the Enterprise, and prior years' performance (e.g., 2–5 years). Consistent reallocation of funds across fiscal years will be considered for permanent reallocation across the Future Years Defense Plan (FYDP) to reduce enterprise risk during POM review.

    (3) Program Objective Memorandum Issues. Significant risk to joint readiness and mission objectives that cannot be addressed through the POM review will be considered for submission as an issue by the Joint Staff to the Deputy Secretary of Defense issues process.

  b. Combatant Commanders Exercise Engagement and Training Transformation Program Budget Review Request

    (1) Program Budget Review (PBR) requests are an annual process to gather stakeholder requirements, analyzes them, and then prioritizes the funding based on strategic guidance from OSD and Joint Staff.

    (2) Requirements are submitted on an annual basis using the PBR form. Specific instructions for submitting and assessing PBRs can be found in the PEP Development and Assessment Guidance.

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

c. <u>CE2T2 Program Execution Plan</u>

(1) The CE2T2 PEP provides the program of record as submitted in the President's Budget for the year of execution. The PEP encapsulates the execution plan for all CE2T2 program components in a single integrated document.

(2) Directives, strategic documentation and other higher-level guidance from OSD and the CJCS inform the development of the CE2T2 PEP.

(3) The CE2T2 PEP aligns resources to priorities outlined in the current National Defense Strategy, the CJCS's Joint Training Guidance and the priorities established in CE2T2 Program Goals and Objectives (PG&O).

(4) The CE2T2 PEP may change from the President's Budget (PB) position to what is enacted in the Appropriation Act due to congressional marks. The enacted CE2T2 PEP is the final position for the current fiscal year.

d. <u>Financial terminology</u>. The DoD Financial Management Regulation 7000.14-R (reference g) provides the following definitions.

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

(2) <u>Obligation</u>. 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) <u>Expenditure</u>. A charge to an account or an actual disbursement of funds in return for goods or services.

APPENDIX C TO ENCLOSURE B

COMBATANT COMMANDERS EXERCISE ENGAGEMENT ENTERPRISE
BUSINESS RULES

1. Decision Making

    a. The chair (Joint Staff J-7 DDPMA) of the SLT and CB can call for a vote on issues when there is a minimum quorum of at least 80 percent of voting members. Decisions are rendered with a simple majority of the voting members.

    b. G/FO/SES from a stakeholder organization or lower body chairs can push forward and higher-level chairs can pull up for review any issue that needs to be resolved through the CE2T2 governance structure.

2. Realignment of Claimant Funds across Program Budget Lines. Claimants are accountable and responsible to execute program budget lines as defined in the signed CE2T2 Program Execution Plan. In order to maintain claimant flexibility and manage risk within the year of execution, funds may be realigned from one program budget line to another (with the exception of SIF as outlined in paragraph 6) under the following criteria:

    a. Full year appropriation has been approved.

    b. Transfer completed no later than (NLT) end of the third quarter of the fiscal year (3QFY).

    c. Up to $1.5 million or 5 percent of the originating program budget line, whichever is greater, may be moved annually after notification to Joint Staff J-7. Request(s) totaling more than the aforementioned will require Sync Board approval.

3. Realignment of Funds across the Joint Exercise Transportation Program. Resources budgeted for exercise transportation may need to be realigned due to exercise adjustments and unforeseen circumstances during the fiscal year. The reallocation of excess transportation funds will revert, in priority order, to the following:

    a. The sponsoring CCMD for reallocation, as JETP, within the sponsor's Joint Exercise Program (JEP). There is no deadline or funding limit; however, notification to the Joint Staff J-7 JETP Manager is required.

    b. The sponsoring CCMD for reallocation to another JEP requirement within the CCMD (SIF or Training and Exercises (T&E)). Reallocation

request/notification to Joint Staff J-7 is required. The deadline for any reallocation to be completed is NLT end of 3QFY. CCMD must identify to DDPMA the amount and corresponding levels of approval for moving to other program elements which are defined in paragraph 2.c. Excess funds identified post 3QFY revert to realignment of JETP Funds.

    c. Joint Staff/J-7 management for reallocation within the JETP.

    d. Other high-priority CE2T2 unfunded requirements (UFRs) as identified through the annual enterprise UFR process.

4. <u>Joint Exercise Transportation Program ELLIPSE funding</u>. Each year two Geographic CCMDs (GCCs) have a level III ELLIPSE event scheduled. JETP funding fenced for ELLIPSE exercises will be split between those two GCCs with level III events in the current fiscal year. DDPMA maintains and publishes the ELLIPSE cycle listing by fiscal year through the POM years for reference. Unused ELLIPSE funding will revert to the JETP Manager for reallocation within the two ELLIPSE exercises first where an identified ELLIPSE requirement is defined, then for reallocation within JETP, and if not required made available for the annual CE2T2 enterprise UFR process.

5. <u>Funding Returns</u>. Claimants are to notify Joint Staff J-7 of any funding that will be returned due to unforeseen circumstances with funding returns completed NLT end of 3QFY. Any returns past this deadline increase risk to fully execute available CE2T2 resources. Late returns will be documented at turn in and in the annual report along with any extenuating circumstances to be considered during following FY marks and POM deliberations. Funding return guidelines apply to funds expiring at the end of the current year (i.e., Operations & Maintenance (O&M), second-year Research, Development, Test and Evaluation, and third-year procurement).

6. <u>CE2 Enterprise SIF Business Rules</u>. The following details the management of SIF.

    a. CCMDs own the SIF requirements and the Services execute the funding for the CCMDs.

    b. Service Incremental Funding (SIF) funds Service incremental costs for participation in CE2-eligible JEP events as identified by the CCMD, exclusive of JETP-funded requirements.

    c. The sponsoring CCMD holds the first right of refusal for unexecuted SIF for a particular exercise during the year of execution and may reallocate unexecuted SIF toward another SIF requirement. CCMDs may:

(1) Reallocate unexecuted SIF toward another SIF requirement within the respective Service Component program supporting the CCMD; or

(2) Reallocate unexecuted SIF towards another Service Component within the CCMD after concurrence with the respective Service Components and Service Headquarters.

d. Following unexecuted SIF notification by the Service Component to the sponsoring CCMD and if reallocation by the sponsoring CCMD is not made IAW SIF Business Rule c(1) or c(2), the Service managing SIF has the authority to reallocate unexecuted SIF towards another CCMD exercise supported by their forces after concurrence with the CCMDs impacted by any reallocations.

e. CCMD Service Components will submit CCMD validated UFRs in accordance with current UFR business rules. The Service Headquarters will then submit the approved UFRs by exercise in accordance with current UFR Business Rules.

f. Service Headquarters are required to provide an initial SIF Spend Plan by exercise to account for SIF allocations for the year of execution.

g. Service Headquarters will post a monthly SIF report in the CE2T2 Program Tracking Tool NLT the seventh day of the following month. The SIF Monthly Report Format is provided via separate correspondence.

7. <u>Joint National Training Capability Joint Training Coordination Program Business Rules</u>

a. JTCP resources movement of personnel (including temporary duty costs) and equipment for planning and executing joint training events. It does not cover operational costs.

b. JTCP only provides support to JNTC-Accredited Service Programs.

c. The JTCP working group (WG) meets monthly to coordinate exercise support. Frequent collaboration between Services/USSOCOM is encouraged to enhance communication and supportability.

d. Budget allocations for the services are locked after the agreements list is finalized by the end of 3Q. New requests will be tracked as an Unfunded Requirement by the JTCP Manager as UFRs. Program manager will submit consolidated unfunded requirements as required to the JTCP Manager who will validate each UFR, and if no funds are available, the Program Manager will submit the UFR to CE2T2 UFR process.

e. Aircraft or munitions support will be planned without the maintenance travel tail unless no other option is available for the training venue.

f. Allied support is coordinated via JTCP, but no JNTC funding is provided. Participation is "pay to play" indefinitely.

g. JTCP is authorized for U.S. Non-Governmental Agencies (NGOs) and U.S. - Other Government Agencies (OGAs).

h. Working documents are maintained by the CE2T2 DDPMA Division.

i. Joint Staff J-7/DDPMA/CE2T2 Division (J-7/PMA/CE2T2) develops JTCP PBR.

j. Working Group prioritizes the working agreements and determines funded and unfunded requirements by stakeholder based on the projected budget.

(1) Stakeholders prioritize their requirements and internal funding allocations separately.

(2) Only supportable requirements will be allocated funding.

(3) Unfunded priorities will be reviewed at monthly meetings and may be funded as uncommitted/unexecuted funds become available during the fiscal year.

k. Services/programs receiving support will development requirements in order to fund the providing Service/Agency.

l. Supporting Service will fund as appropriate to subordinate commands.

m. Realignment of Joint Training Coordination Program Funds. Resources budgeted for exercises may need to be realigned due to exercise adjustments and unforeseen circumstances during the fiscal year. The reallocation of JTCP funds will revert, in priority order, to the following:

(1) The Service/USSOCOM for reallocation, as JTCP, within the sponsor's JTCP. There is no deadline or funding limit; however, notification to the Joint Staff J-7 JTCP Manager is required.

(2) The Service/USSOCOM for reallocation to another JTCP stakeholder within JTCP. Reallocation request/notification to the Joint Staff J-7 JTCP Manager is required. Excess funds identified post 3QFY revert to the Joint

Staff J-7 JTCP Manager. The deadline for any reallocation to be completed is NLT end of 3QFY.

(3) Joint Staff J-7 management for reallocation within the JTCP.

(4) Other high-priority CE2T2 unfunded requirements (UFRs) as identified through the annual enterprise UFR process.

8. Joint National Training Capability Program Budget Review Business Rules

a. JNTC Direct PBRs may only be submitted as "Ready for Assessment" to budgetary control limit. ATC PBRs are submitted to the requirements.

b. All ATC PBRs will be scored by voting members.

c. ATC PBRs will be funded from 1-n down to highest ranking PBR that can be fully funded.

(1) Any residual funding will be considered as follows:

(2) Partial fund next ranking PBR if a reasonable outcome can be achieved and stakeholder can accept partial funding.

(3) If not, continue down the list in rank order and repeat the process until funding is exhausted.

d. After 1-n allocations are complete, each stakeholder may recommend one unfunded PBR (of equal or less value) to replace one or more PBR(s) above the cut line.

(1) Stakeholders will be limited to one move per appropriation.

(2) A majority of the CB is required to make changes.

(3) Any residual funds will follow the previous step.

e. A stakeholder can request reassessment if they believe one or more of their PBRs were improperly scored. If the CB agrees via majority vote, the PBR(s) will be reassessed and the 1-n allocation re-accomplished.

f. A stakeholder can request review of a PBR if the stakeholder requires more information or clarification.

g. If a majority cannot be achieved on a final distribution, budget recommendation will be forwarded to CE2T2 governance for adjudication.

h. Unfunded ATC PBRs do not automatically roll to a CE2T2 UFR list. Submit UFRs through the CE2T2 UFR Data Call process in the year of execution.

i. All cuts to ATC funding will be taken from the lowest priority ATC PBRs first, then moving up the scored list until funding equals the cut.

j. If funding becomes available within the ATC PBR process, then it will be used to fund the next PBR in-line.

APPENDIX D TO ENCLOSURE B

FUNDING PROCESS

1. <u>CE2T2 Funding Process</u>

    a. <u>Funds Execution</u>

        (1) DDPMA will request cash allocation plans and load them into the CE2T2 Program Tracking Tool (CPTT) at the start of fourth quarter. These plans will also be used to issue "subject to availability of funds" (SAF) documents if requested by stakeholders. Once the fiscal year begins, stakeholders will have the opportunity to update their cash allocations at certain times of the year. CPTT includes individual sub-program lines for each stakeholder and appropriation. Each stakeholder is required to update monthly obligations within CPTT by the seventh of every month.

        (2) Requirements will be funded via Military Interdepartmental Purchasing Request (MIPR) or Funding Authorization Documents (FAD) in accordance with the individual stakeholder's requirement.

    b. <u>Unfunded Requirements (UFR)</u>. Stakeholders may submit UFRs to the Joint Staff J-7 Deputy Directorate for Program Management Activities (DDPMA) to compete for funding returned to the CE2T2 enterprise. Joint Staff J-7 DDPMA will coordinate with stakeholders to provide an enterprise-recommended prioritized UFR list to the Sync Board for approval.

    c. <u>Out of Cycle Requests for Joint Staff Support</u>

        (1) <u>General</u>. Requests for Joint Staff J-7 DDJT support for CCMD and Service Joint exercises, training, Joint Task Force (JTF) forming, and operational assistance outside of the programmed schedule of work is processed using an "Out of Cycle Request (OoCR)." An OoCR is generally defined as a CCMD, Service, or subordinate command request for training support from DDJT that is not part of the annual CE2T2 PEP. The Joint Staff J-7 procedures are outlined in detail in the Joint Training Event Handbook, published by the Deputy Director, Joint Training. The detailed processes are designed to ensure OoCR are received, evaluated, and approved well in advance to the start of critical planning or execution dates of the desired support. The OoCR will be approved at Joint Staff DJ-7 or DDJT level depending on the support requirement threshold.

        (2) CE2T2-funded requests must be submitted at least 60 days prior to anticipated support to facilitate proper coordination and de-confliction. Non-

CE2T2 funded requests must be submitted at least 120 days prior to anticipated support.

(3) Preliminary inquiries from commands to DDJT points of contact are encouraged prior to an OoCR submission, but not mandated. This initial coordination enables the DDJT Divisions to conduct an early assessment of the requirement, validate support, and recommend optimum dates and options to shape the request appropriately.

(4) Joint Staff J-7 will be the approval authority for support to joint events requested by CCMDs and Services or related to CJCS guidance. DDJT is responsible for processing all requests and determining the Joint Staff J-7 approval authority.

(5) Standards. CCMDs, Services, or subordinate commands will submit a formal written request using the sample format outlined in Figure (1), signed by the requesting general officer/flag officer/senior executive service (G/FO/SES), to DDJT. Requests not originating from CCMDs or Services require the same submission with an endorsement from the sponsoring CCMD or appropriate Service-level G/FO/SES. Upon receipt of a formal OoCR, DDJT will initiate the formal adjudication process. The supportability criteria includes priority, suitability, feasibility, risk to the DDJT program of work, and funding. Requesting organizations will be formally notified of the approval decision detailing the level of DDJT support and detailed estimated costs. Upon approval, the OoCR becomes a part of the Joint Staff J-7 program of work. Organizations will also document their OoCR support requirements in Joint Training Information Management System (JTIMS), if applicable, under event details as appropriate – forces/participants; expenses; and range/simulations.

(6) Funding. Potential funding avenues include some portion of the Combatant Commander's Exercise Engagement and Training Transformation (CE2T2) or Overseas Contingency Operations (OCO) funding codes and processes for funding Global Response Force, JTF Headquarters (HQs), CCMDs current programmed or Service JNTC events.

(a) CE2T2 Funded Requests. DDPMA must be notified at least 30 days in advance so that a line of accounting (LOA) may be provided if contract services are required. A memorandum of agreement or DD Form 1144 with O-6 level signatures, is required and must be forwarded to DDPMA.

(b) Non-CE2T2 Funded Requests. A DD Form 1144 Support Agreement with Comptroller signatures is required IAW Joint Staff Comptroller policy. Upon DD Form 1144 approval, funds must be provided by the requesting organization using a MIPR if contract services are required.

(c) <u>Government Travel</u>. If government travel is required, the requesting organization must provide a Defense Travel System cross-org NLT 30 days prior to support.

Title: OUT OF CYCLE SUPPORT REQUEST

1. **Submitted by:** (Requesting Organization) Proposed exercise for support:

2. **Description:** Provide a detailed description of the support requested (i.e., what will the support enable) followed by a brief summary of what is to be accomplished. Provide desired details of support, such as Exercise Control, Exercise Planner, Deployable Training Teams makeup, Staff Assist Visit focus areas, Joint Training Enterprise Network, Information Operations Range, World News Network, opposing forces, warfighting expertise, training event dates, locations, technical support, and modeling and simulations capability. The description should be written such that it can be easily understood by someone not familiar with the subject matter. Avoid wordy sentences, technical terms, jargon, and acronyms.

3. **Justification:** Provide a clear statement of the requirement, focused on how the project directly supports readiness and the Combatant Command's (CCMD's) warfighting mission, theater campaign plan (CP), etc.

4. **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. Type of funding to be used, i.e., CE2T2 or other (specify).

5. **Provide separate answers to the following questions:**

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

    (b) Joint Staff, J-7 T&E support may be available to support the request, but funding will normally be borne by the requesting command. How much internal funding is the CCMD or Service applying to cover the cost of the training support?

    (c) What is the impact of failure to provide the out-of-cycle exercise/training support?

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

    (e) What significant training event does this effort support?

6. CCMD Point of Contact: Name, rank, office, phone number.
7. Approving Authority: (Combatant Commander or Deputy Combatant Commander).

Figure 1. Out of Cycle Support Request

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APPENDIX E TO ENCLOSURE B

THE JOINT EXERCISE PROGRAM

1. <u>General</u>. The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their theater 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 security cooperation requirements as directed in CCMD or global campaign plans (GCPs). CCDR designated JEP events include CCMD Service Component, joint, and multinational training events. JNTC-accredited Service and U.S. Special Operations Command (USSOCOM) component training program events are included within the JEP. All JEP designated events must be listed in JTIMS and may be nominated for Combatant Commander Exercise Engagement and Training Transformation (CE2T2) funding. CCDR's and Services must annually update in JTIMS the events within the JEP that are CE2T2 funded.

    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 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 JETP Element.

2. <u>Component Nominations to Combatant Commanders</u>

a. <u>Joint Exercise Program Nomination</u>. CCMDs will use the following steps to nominate an exercise for inclusion in the JEP.

(1) Notify the Joint Staff/J-7 NLT end of FYQ3 for exercises to be executed during the following fiscal year. New JEP events will be published in the JTIMS prior to notification.

(2) Joint exercise name must meet reference c guidelines and be approved by the CCMD Code Word, Nicknames, and Exercise Term (NICKA) point of contact.

(3) New JEP events will be briefed using the JEP nomination process quad chart in Annex A to this Appendix by the sponsoring CCMD at the next regularly scheduled CE2 SLT meeting for the information of all stakeholders.

(4) For any new JEP events that need to be added past the required timeline, the following guidelines are provided:

(a) Event must be fully coordinated with supporting commands/agencies.

(b) A funding plan must be identified for execution.

(c) The event is published in JTIMS.

(d) The event has CCMD Deputy Commander approval.

(e) Joint exercise name must meet reference c guidelines and be approved by the CCMD Code Word, Nicknames, and Exercise Term (NICKA) point of contact.

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. JNTC-accredited programs must be updated in JTIMS if they are removed from JNTC.

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ANNEX A TO APPENDIX E TO ENCLOSURE B

JOINT EXERCISE PROGRAM NOMINATION PROCESS

1. <u>General</u>. In order for a new event to be nominated to the JEP, stakeholders will submit two documents, an Information Paper and a Quad Chart. Examples are provided below in paragraphs 2 and 3.

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

  a. <u>Purpose</u>. Define the purpose of the information paper.

  b. <u>Discussion</u>

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

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

    (3) <u>Exercise Concept</u>. Briefly discuss the scale and scope of the exercise. Include timeframe of exercise execution.

    (4) <u>Linkage to Joint Strategic Campaign Plan</u>. Describe how the proposed exercise supports any of the following: GCP, CCDR Campaign Plan (CCP), Integrated Contingency Plan (ICP), Regional Campaign Plan (RCP) and Globally Integrated Base Plan (GIBP). Paragraph or table citation may be used to keep unclassified.

    (5) <u>USTRANSCOM and component command supportability assessments</u>. 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) <u>Funding</u>. 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. Identify if Title 10, U.S.C., section 321 will be sought for eligible partner nations.

3. <u>JEP nomination Quad Chart</u>. The following quad chart is the second 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.

Proposed New JEP CE2 Event	
(Combatant Commanders may tailor header to command format.)	
Map showing exercise location(s)	**Key Dates** <u>Proposed</u> CDC: mmm/yyyy IPC: mmm/yyyy MPC: mmm/yyyy FPC: mmm/yyyy Execution: mmm/yyyy
	Combatant Command JSCP Linkage: show linkage to GCP, CCP, ICP, RCP, and/or GIBP. (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 to military and regional security; U.S./Coalition interoperability, etc.) **End State:** One or two bullets describing the intended outcome of the event. 1. 2.	**Resources** Combatant Command # xx of xx priority event
	<u>Types of Units:</u> <u>Units/Personnel:</u> (estimate) TAC Air AWACS Mechanized Infantry Bn ARG/MEU SOF/ODA Brigade HQ Staff (List for example purposes only. Tailor to specific needs.)
	<u>Projected CE2 Costs</u>: JETP: $x.xM SIF: $x.xM (Identify by Service) CCDR T&E: $x.xM UFR: $x.xM (If required)

Figure 2. Joint Exercise Program Nomination Quad Chart

ENCLOSURE C

COMBATANT COMMANDERS EXERCISE ENGAGEMENT

1. Introduction. The Combatant Commanders (CE2) program provides resources to the CCMDs, Joint Staff, and support agencies that support a realistic training environment for CCDRs to maintain trained and ready forces, exercise their concept plans (CONPLANS), operations plans, and CPs, and conduct joint and multinational training.

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. Combatant Commanders Exercise Engagement 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 CE2 program is comprised of stakeholders from the CCMDs, Services, and Joint Staff J-7.

   b. The CE2 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 Joint Staff J-7 DDPMA. 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 DDJT). 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 OUSD(P&R)/FE&T and DDPMA Joint Staff J-7. The CSAs and other organizations may become advisory members by invitation from a primary member and approval by the SLT chair.

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

   d. The Joint Staff J-7 serves two distinct functions for CE2 - program management and program execution.

      (1) Combatant Commanders Exercise Engagement Program Management. The Joint Staff J-7, DDPMA, has program management

authority for CE2T2 and chairs the CE2 SLT. DDPMA convenes the CE2 SLT quarterly and as required to address significant issues for CE2. DDPMA ensures an enterprise-wide perspective across the entire CE2T2 account for the benefit of the joint force, working in conjunction with OUSD(P&R)/FE&T to ensure oversight of CE2. DDPMA also centrally manages JETP, JTCP, and ATC.

(2) <u>Combatant Commanders Exercise Engagement Program Execution</u>. Joint Staff J-7 DDJT 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 DDJT 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 Joint Deployment Training Center (JDTC) program.

e. CCDR Training and Exercises (T&E) provides funding to CCMDs to execute the joint training identified in the PEP based upon submitted and approved Program Budget Request and POM submissions. It funds U.S. military and civilian 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 training events, including 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.

f. 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.

g. SIF defrays the cost incurred by the Services from participating in CE2 eligible events. Appendix C to Enclosure C provides a detailed description and process for SIF.

h. J-7 Support to Combatant Commands provides direct joint exercise support and key training enablers.

i. JTIMS provides the CCMDs and Services a Web-based, collaborative automated tool set supporting all four phases of the joint training system as mandated in reference b. JTIMS is used to document joint training events for

CE2T2 funding and to manage lift requirements. See references a, b, and m for detailed JTIMS description and usage.

j. 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 (JCRM).

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

(4) Situational Awareness Process with emphasis on Integrated Imagery and Intelligence (I3).

(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.

4. <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.

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APPENDIX A TO ENCLOSURE C

JOINT EXERCISE TRANSPORTATION PROGRAM

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 p.

2. General. Transportation normally includes movement of passengers (PAX) 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. CE2 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. CE2 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 Universal Joint Tasks (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 (TCCs) 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 p.

    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 can be 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 the CE2T2 SAG 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. <u>Planning</u>. 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. <u>Programming and Budgeting</u>. Airlift, sealift, PH, and IT estimates serve as the foundation for the POM submission. At the conclusion of the POM panel Joint Staff J-7 will provide each CCMD their funding controls 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 J37 Resources and the TCCs costing teams are available to visit each CCMD annually during CCMD Exercise Planning and Scheduling Conferences as requested in CCMD calling messages. 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 J37 resource managers to coordinate scheduling of the Budget Tiger Team at least 2-3 months in advance.

(1) <u>Distribution of Funds</u>. Based on CCMD spend plans, transportation funds are distributed from the Joint Staff to AMC for airlift, Military Sealift Command (MSC) and Maritime Administration (MARAD) for sealift, Surface Deployment and Distribution Command (SDDC) for sealift/inland transportation and port handling, and to CCMDs and the Services for Commercial Ticket Program (CTP) and some PH and IT and cargo shipped through the SCCP.

(2) <u>Transportation Account Codes</u>. 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 LOAs and submit to Defense Finance and Accounting Service (DFAS) for inclusion in the Transportation Global Edit Table. The Joint Staff J-7 JETP Manager will distribute the TAC list to the CCMDs and Services prior to the start of 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.

(3) <u>Reporting</u>. USTRANSCOM TCCs Comptroller teams will provide monthly cost reports in Distribution Component Billing System and/or other Component financial system billing reports from AMC A3Y/FM, MSC N8, or SDDC G8 as requested by Joint Staff J-7 or USTRANSCOM J37 to provide enterprise audit trail for JETP funds. 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 a JETP spending plan in CPTT 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 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) 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.

        (10) Report the actual cost of all JETP categories, by exercise, to the Services and CCMDs.

        (11) 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 monthly funding requirements for major claimants based on historical data and/or requests to the Joint Staff J-7 JETP Manager. Service funding requests which exceed CCMD spend plan must be coordinated with respective CCMD.

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

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

(5) Service JETP Managers provide monthly accounting reports to the Joint Staff J-7 JETP Manager reporting the obligation and disbursement of JETP funds by the 10th day of the month. Accounting reports will include all JETP funding distributed to the Services, their supported CCMDs and components.

(6) CCMD JETP Managers provide updated JETP Exercise Closeout Reports to the Joint Staff J-7 JETP Manager by the 25th of the month.

(7) Record obligations in their respective accounting systems by exercise in accordance with DFAS Manual Chapter 2 and Chapter 5. The Service JETP Manager is responsible for coordinating and maintaining the currency of the unique exercise identifiers.

(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) 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 an 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. Defense Finance and Accounting Service. Each month provide validated copies of the Standard Form 1080 billings with substantiating documentation for pre-validation prior to payment.

7. Airlift

a. 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. U.S. European Command (USEUCOM) and U.S. Africa Command (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.

b. Planning, Programming, and Budgeting. AMC will 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. AMC 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.

c. Funding. Transportation airlift requirements are validated by the supported CCMD in coordination with USTRANSCOM J37, prior to funds

distribution via MIPR to AMC Financial Management (AMC/FM) 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.

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

(2) CCMDs will coordinate changes to exercise airlift requirements monthly or when changes are identified with USTRANSCOM J37 and Joint Staff J-7, to ensure airlift funding levels at AMC meet required exercise airlift workload forecasted and booked.

(3) HQ AMC will:

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

(b) Provide monthly airlift billing information, broken out by exercise, to the Joint Staff Comptroller, JETP Manager, CCMDS, and USTRANSCOM J37. Monitor monthly execution rates to prevent exceeding available funding.

(c) In conjunction with DFAS-Indianapolis, inform Joint Staff J-7 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.

(d) Report airlift expenditures to Joint Staff J-7 and USTRANSCOM J37 within 20 days of the end of the operating month to include the sponsoring CCMD, exercise name, mission number, type of airframe, number of hours with details of positioning/depositioning hours, broken out separately, contract number for commercial aircraft, number of PAX/short tons of cargo, locations of movement, and total costs. The report must differentiate military airlift from commercial charter airlift.

    d. Special Programs. There are several airlift programs that enable increased flexibility for the CCMDs and ensure increased capability for the joint force.

(1) Special Assignment Airlift Missions. The use of Special Assignment Airlift Mission (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 enroute support team accompanying deploying or redeploying fighter elements, when there is the

possibility of the enroute support team being diverted to, or remaining at, a location to repair or support fighter aircraft. A 10 percent scheduling savings is possible if the mission is scheduled and planned through USTRANSCOM J3-OS SAAM schedulers at least 30 days in advance, for inter-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 approve the use of all SAAMs and notify the Joint Staff J-7 JETP Manager of the use of SAAMs by exercise. SAAMs will be billed to the appropriate JETP Y-TAC for the exercise. Once the SAAM has been approved by the CCMD, the lift requirement will be included in the validated TPFDD with the mode source of "AS." Additionally, the CCMD will forward a copy the electronic SAAM request or Manual DD Form 1249 SAAM Request to the JETP Manager identifying the supported exercise, date of approval and include instructions in the remarks section: "Bill Joint Exercise Transportation Program TAC Yxxx." The newsgroup message accompanying the TPFDD will include in the remarks that the SAAM has been pre-approved by the CCMD 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 Joint Chiefs of Staff (JCS) Airlift Priority for exercises. The use of SAAM does not confer a higher priority for the mission.

(2) Strategic Airdrop. The use of strategic airdrop (SAD) in conjunction with JETP exercises is intended to provide minimum proficiency training in long-range (outside the Continental United States (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.

(3) Group Operational Passenger System. The use of Group Operational Passenger System (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 the global decision support system. Upon mission completion, AMC/FMAT will bill the JETP and AMC/A3Y will report in the Monthly Flying Hour and Airlift Cost Report.

8. Sealift

a. <u>Background</u>. In the execution year, funds are allocated for sealift based on the CCMDs exercise schedules and cost estimates from USTRANSCOM or TCC. MSC, MARAD and SDDC provide sealift services in support of the JETP.

b. <u>Planning, Programming and Budgeting</u>. 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.

c. Funding. Funding for organic or prepositioning sealift services will be provided to MSC or Department of Transportation – Maritime Administration (DOT-MARAD) based on concurrences with USTRANSCOM J37 based on exercises supported, subject to availability of funds. These funds will be used to reimburse the TWCF or DOT-MARAD for JETP sealift services.

(1) CCMDs will coordinate changes to exercise sealift requirements with USTRANSCOM J37 and MSC/SDDC/MARAD as soon as changes are identified, and will notify Joint Staff J-7 of budget changes.

(2) USTRANSCOM, TCJ37 will:

(a) 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.

(b) 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.

(3) MSC, MARAD and SDDC will:

(a) Accrue charges at the contracted sealift rate.

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

(c) Report sealift expenditures and financial contract and project information monthly to USTRANSCOM J37 Resources and Joint Staff J-7 to include ship type, contract or Project number, per diem days, activation and deactivation costs, steaming days, port handling, cargo offering, and fuel costs by CCMD and exercise. MSC and DOT-MARAD will also identify any residual funds that can be returned no later than 30 days from the execution of an exercise.

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

(1) 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, sponsoring CCMD, and Joint Staff Comptroller.

(2) 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.

(3) Joint Logistics-Over-The-Shore Exercises. The Joint Logistics-Over-The-Shore (JLOTS) Exercises are 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.

(a) 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.

(b) 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.

(c) 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.

(d) 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.

9. Commercial Ticket Program

a. Background. The Commercial Ticket Program (CTP) 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.

b. 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 does not cover per diem or movement between the

embarkation airport and home station or the debarkation airport and the exercise location.

    c. Procedures

       (1) CTP funds can only be used to move personnel who are participating in a 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.

       (2) 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 or the appropriate funds distribution system. Funds will be allocated based on availability of funds, to Service headquarters and CCMDs based on the sponsoring CCMD's spending plan. 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 Service for issuance to all subordinate units or participants.

       (3) 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.

    d. Authorization

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

       (2) Upon sponsoring CCMD TPFDD validation of Unit Line Numbers (ULN) with a mode source of "AK," USTRANSCOM Global Operations 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 generally 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. If exercise objectives require airlift but do not meet minimum requirements, passenger requirements will be recommended for airlift solution.

(3) 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.

(4) Sponsoring CCMDs may authorize CTP for unique (such as passengers (PAX) count under 100 from multiple PODs/POEs within CONUS) 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:

(a) A unique CTP authorization number by exercise.

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

(c) Destination.

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

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

(f) Unit Identification Code and Unit Name.

e. <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.

f. Purchase of Commercial Tickets. Passengers approved for CTP will follow Service/CCMD/Defense Travel regulations and procedures for purchase of commercial tickets for official government travel.

10. Port Handling and Inland Transportation

a. Background. The Joint Staff J-7 provides overall management of JETP PH and IT expenses. In the execution year, the Joint Staff allocates PH and IT funds to the Services and CCMDs based on the sponsoring CCMDs' JETP EXCOR.

b. Definitions

(1) 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.

(2) 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.

c. 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.

11. Small Commercial Cargo Program

a. Purpose

(1) 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 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 CCMD JETP Managers will coordinate with the Joint Staff J-7 JETP Manager for approval of all SCCP requests over two short tons.

(2) 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.

(3) 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.

(4) The Office of Primary Responsibility for policy issues regarding SCCP requirements is the sponsoring CCMD. CCMD JETP resource managers will coordinate with Joint Staff J-7 JETP manager for approval of SCCP requests over two short tons.

b. Procedures

(1) 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.

(2) 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 sites for shipment.

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

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

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

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

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

(5) 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 APOE/APOD, 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.

(6) 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.

(7) 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.

(8) 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.

(9) 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.

(10) Prior to shipment, the unit will provide fund cites and/or 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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APPENDIX B TO ENCLOSURE C

SERVICE INCREMENTAL FUNDING

1. <u>Purpose.</u> SIF funds Service incremental costs (exclusive of JETP funded requirements) for participation in CE2 eligible events as identified by the CCMD, including lodging, per diem, and travel for attendance at planning conferences and lodging and per diem for exercise events.

2. <u>Procedures</u>

   a. <u>Authorized Service Incremental Funding Expenditures</u>. The following clarifies SIF usage.

      (1) <u>Passenger and Travel Costs</u>

         (a) Funds government travel costs and per diem in accordance with the Joint Travel Regulations or JTR incident to planning, conducting, and evaluating a joint exercise exclusive of JETP requirements (see paragraph 9.c(1) for JETP CTP Guidance).

         (b) Funds overtime pay of government civilian employees directly participating in planning, conducting, or evaluating a joint exercise in accordance with Service funding rules and regulations.

         (c) Excess Baggage Fees.

      (2) <u>Petroleum, Oil, and Lubricants and Movement Costs</u>

         (a) Cost of petroleum, oil, and lubricants (POL) (except for aircraft, self-deploying watercraft and tanks) to accomplish joint exercise objectives over-and-above the cost of POL programmed by Services and allocated to participating units to build readiness in similar training activity. The cost of POL to accomplish incremental joint exercise objectives includes costs for deployment, employment, and redeployment to/from the joint exercise that are not supported by JETP funding. (Example: Ground transportation for personnel participating in exercise events not covered under inland transportation funds.)

         (b) Cost of consumables to pack, crate, and move supplies and equipment to support a joint exercise, to include blocking, bracing, and tie-down materials when such costs are not included in the commercial contract (if available, joint exercise airlift, sealift, or inland transportation funds should be used for this requirement, but coordination must be made with the CCMD).

(3) <u>Training Areas and Facilities</u>

(a) Cost of rental and contract services for equipment or facilities for a joint exercise, to include board and lodging of personnel (including billeting service fees) when Government quarters and meals are not available.

(b) Charges for base operations, services, and equipment use levied by Reserve Forces for Reserve-owned or -leased installations and equipment used that are directly attributable to the joint exercise and are above programmed baseline operations/services.

(c) Cost of certain minor temporary/removable engineering efforts for U.S. Forces, to include life support areas exclusive of projects covered under Exercise Related Construction (e.g., temporary and removable items, such as porta-potties or tent camps for use by umpires and controllers; temporary and removable camps for reception, staging, and onward movement of forces; temporary and removable camps to lodge troops in the field during the execution of an exercise). A legal review of proposed minor engineering projects is required.

(4) <u>Exercise Support Costs</u>

(a) Cost of photographs/visual information supplies, contract printing and reproduction costs for joint exercise requirements.

(b) Cost to replace/replenish exercise related supplies attributable only to the deployment, employment, or redeployment phases of a joint exercise.

(c) Cost of exercise related cell phone sim chips and minutes. Purchase and rental of cell phones are authorized uses of SIF.

(5) <u>Exercise Contract Support</u>

(a) Service Components may expend SIF to offset the cost of contract and data processing support required for concept development, planning, conducting, and assessing CE2 program Joint Exercises on the JEP list—to include additional support such as exercise specific modeling and simulation, subject matter experts, special observers, linguists, country specific expeditor services, and additional commercial communications electronics support.

(b) Service headquarters may expend SIF to offset the cost of contract support to assist with the management of the CE2 portfolio, which includes oversight and management of SIF.

APPENDIX C TO ENCLOSURE C

JOINT STAFF J-7 SUPPORT TO THE COMBATANT COMMANDS

1. <u>Purpose</u>. 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 training using tailored blended learning training packages, which include exercise prerequisite academics (JKO courses and face-to-face academics) and joint process trainings (JKO small group scenario trainer (SGST)) or table-top exercise (TTX).

2. <u>Joint Staff J-7</u>. 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 Training Synchronization Conference (JTSC) 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 q.

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

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

      (1) <u>Scenario</u>. 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) <u>Joint Master Scenario Events List</u>. The Masster Scenario Events List (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) <u>Operational Environment</u>. The Operational Environment (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) <u>Opposing Forces</u>. The Opposing Forces (OPFOR) team designs and depicts adversaries to support the exercise and training objectives of the supported command

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

(6) <u>Countering Threat Networks</u>. The Countering Threat Networks (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 (Situational Forces) 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 CP (approved by the Event Director or his designated representative).

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

d. <u>Modeling and Simulation Support</u>

(1) Joint Staff J-7 DDJT 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 DDJT 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. Model selection is made by the training audience with input from lead exercise planner. 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 communication exercises (COMMEX) and mini-exercises (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. <u>Observation, Training, and Analysis Support</u>. 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) <u>Academic Training Support</u>. While academics are one of two training methods described in reference q, 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 DDJT 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 Universal Joint Task List (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 DDJT provides observer/trainer (O/T) and after action review (AAR) analyst support required to complete academic training. Training support options include:

1. <u>Seminars</u>. 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.

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

3. <u>Senior Leader Seminars</u>. 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.

4. <u>Crisis Action Planning Workshop</u>. 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.

5. The SGST is a joint process training tool available on JKO NIPRNET and JKO SIPRNET. The SGST allows functional and cross-functional training audiences to train on their joint processes driven by a tailored scenario using JKO's distributed, collaboration capability. SGST fills the gap between individual training and large-scale joint exercises by providing assembled or geographically dispersed small groups with multiple opportunities to rehearse processes and battle drills, conduct operational design and mission analysis, and built a joint team before the arrival of joint augments, before an exercise, and after the exercise to address after action review areas for improvement. Organizations can re-use SGST to support on-boarding new personnel and to maintain proficiencies during the large-scale joint exercise.

6. Part Task Trainers are tailored O/T led staff training activities using scenario vignettes and other tools 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:

1. 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.

3. 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. CSRs will be entered into JTIMS in the CSR Module.

g. Intelligence Support. Joint Staff J-7 DDJT Intelligence Section provides varying levels of planning and execution support throughout the exercise/event JELC process. To do this, Joint Staff J-7 DDJT establishes an intelligence planning team, (with advice and staffing from Joint Staff J-2) 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 DDJT. 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. <u>Exercise Sustainment Planning Support</u>

        (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) <u>External Sustainment Agencies</u>. 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 DDJT can help identify requirements and coordinate this participation.

    i. <u>Interagency Support</u>

        (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 DDJT will replicate interagency partners if actual players are not available.

    k. <u>Information Operations Support</u>. The Joint Staff J-7 DDJT information operations (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, Tactics, Techniques, and Procedures (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. <u>Cyberspace Operations Support</u>. The Joint Staff J-7 DDJT 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. <u>Space Operations and Missile Defense Support</u>

(1) Joint Staff J-7 DDJT support includes space and missile scenario design and Joint Master Scenario Event List 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. <u>Special Technical Operations Support</u>. The Joint Staff J-7 DDJT 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. <u>Synthetic Media Support</u>. 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 Videos. The Road-to-Crisis (RTC) Video is a scene-setter newscast that sets the stage for an exercise, STAFFEX, vignette, or war game.

(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. The Information Operations Network (ION), produced by the Training and Doctrine Command (TRADOC) is a synthetic internet used by the Joint Staff J-7 to provide social media injects for the training audience.

(10) <u>Media Training</u>. 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.

q. <u>Communications Systems Support</u>

(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 DDJT 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 DDJT will validate all communications systems requirements and assist supported commands throughout the JELC to ensure support requirements are met prior to execution.

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ENCLOSURE D

TRAINING TRANSFORMATION – JOINT NATIONAL TRAINING CAPABILITY

1. <u>Introduction</u>. 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.

2. <u>Purpose</u>. The purpose of this appendix is to describe JNTC and codify the methods and procedures for the joint training community to access JNTC resources 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., section 167, USSOCOM is responsible to train, organize and equip forces, and is a recognized Service equivalent for JNTC purposes.

3. <u>Joint National Training Capability Program Description</u>

    a. The JNTC Program 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.

    b. JNTC is resourced through the CE2T2 program and has three types of funding: direct funding, ATC, and JTCP 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 PBR Review Development and Assessment Guidance.

4. <u>Joint National Training Capability 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. <u>JNTC Corporate Board</u>. The JNTC Corporate (CB) is the forum established for convening stakeholder leadership to address JNTC issues. Primary members have the responsibility to vote for and represent their organization. CCMD's have a standing invitation to participate as advisory members. Other agencies and organizations (CSAs, NGB, Information Assurance, 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. The 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. Reference Appendix A, Enclosure B.

    b. <u>Joint National Training Capability Corporate Board Schedule</u>. The JNTC CB meets at least quarterly as described below. The Joint Staff J-7 DDPMA will provide updates on fiscal year execution, Service joint training support, and GJTI support and development at scheduled CB meetings.

        (1) <u>First Quarter</u>. 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) <u>Second Quarter</u>. CB and Mid-Year Review to review mid-year fiscal execution, review and endorse POM inputs, and receive program updates.

        (3) <u>Third Quarter</u>. CB meeting to assess all JNTC PBRs and conduct reassessment as necessary.

(4) <u>Fourth Quarter</u>. Review and endorse the PEP, and receive program updates as required.

5. <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, ATC funding, and JTCP funding. All JNTC resources must address enterprise capabilities that support CCMD and Service joint training needs.

   a. <u>Scope</u>. Funds are available for two appropriations (RDT&E 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.

   b. <u>Service-direct</u>. All service-direct resourcing must support 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. This includes service sustainment and investments in JNTC joint capabilities and cost increases associated with infusing joint context for those permanent capabilities needed for a service's forces to satisfy service unique exercises and training capabilities. These resources reside within the CE2T2 account and access to them occurs on the basis of jointness within the JNTC business process.

      (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.

c. <u>Joint Staff J-7 JNTC Direct</u>. Direct funding is used by Joint Staff J-7 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.

d. <u>Adaptive Training Capability Program</u>

(1) ATC has the ability to accept more risk than JNTC direct funds and should benefit the entire joint training enterprise more than the submitter. 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. Strong candidates for ATC funding are emerging requirements with solid transition plans for the sponsoring stakeholder to either complete the project within five 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. This funding is also intended to bring lasting capability to the joint community for up to a 5-year funding duration. Requests for ATC funds must meet three criteria:

(a) There is a compelling justification for using joint funds.

(b) The training is primarily joint in nature.

(c) Funding is not used to supplement Service program funding shortfalls.

APPENDIX A TO ENCLOSURE D

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 regularly scheduled working group teleconferences to enable Services and USSOCOM to identify complementary training requirements for other Service participation in training.

4. <u>Joint Training Coordination Program Process</u>

    a. <u>Planning</u>. 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. <u>Coordination</u>. 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. <u>Execution</u>. 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 monthly update reports and update the current approved

financial tracking system (i.e., CPTT) as it relates to JTCP expenditures. In case of revisions, JTCP stakeholders will update the current approved JTCP tracking database 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.

4. <u>Joint Terminal Attack Controller</u>. The Joint Terminal Attack Controller (JTAC) continuation training program provides a process for Services and USSOCOM to enable participation of JTACs/Joint Fires Officers 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 JTCP 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.

APPENDIX B TO ENCLOSURE D

GLOBAL JOINT TRAINING INFRASTRUCTURE

1. Purpose. 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. Technical enterprise capabilities include M&S that enable training from tactical to strategic levels across joint mission threads and the JTEN that globally distributes those M&S capabilities and links Service, joint, and coalition training centers in support of globally integrated CCMD, Service, and coalition training events.

2. Goal and Objective. 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. Processes. The enterprise uses live, virtual, or constructive simulation distributed across networks to replicate the complex operational environment in the training battle space to enable CCMDs and Services to prepare 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. Technical. Dedicated technical support (M&S and Information Service) for CCMD training events can be provided by Joint Staff J-7 depending on desires of CCMD and availability of the Joint Staff J-7. These events are scheduled and de-conflicted between the CCMD J-7s and representatives from Joint Staff J-7 DDJT, and published on a schedule maintained by Joint Staff J-7 DDJT. Technical support to Service events or JTEN access is coordinated through the Joint Staff J-7 Service Desk representative or through submitting an Event Technical Support Request (ETSR).

      (1) Upon Joint Staff J-7 approval, Joint Staff J-7 DDJT 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; cybersecurity compliance and reporting specialists; and intelligence systems technicians.

(2) The technical team provides M&S Information Systems support under the direction of a lead Joint Staff J-7 CCMD Desk Officer or Service Event Planner. The level of M&S Information Systems support is determined during the design and planning stages of the JELC. The M&S tools and information services selected are based on training objectives, the training audience (strategic to tactical), and available resources. With growing DoD emphasis on globally integrated operations and the advent of the Globally Integrated Exercise (GIE) bringing multiple CCMDs and Joint Staff unto a broader C2 structure, the model selection will be more complex as it addresses multiple CCMD and Service requirements. As a result, the Joint Staff J-7 and sponsoring CCMD will mutually agree on the final decision on all GIE exercises M&S architectures to ensure GIE, CCMD, and Service requirements are met.

(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 technical planning phase ensures that all technical systems are fully functional and provide a realistic representation of the operational environment.

(4) The culmination of the technical 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 the start of exercise (STARTEX). Event execution follows the MINI-EX, and represents the largest manpower requirement for Joint Staff J-7. Technical 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 technical support process is the technical 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 (EOD) under Joint Staff J-7 DDJT for inclusion and discussion in the Joint Training Synthetic Environment (JTSE) WG.

b. <u>Joint Training Enterprise Network Overview and Request Process</u>. The Joint Training Enterprise Network (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 requesting support through the ETSR page on Intelink <https://intelshare.intelink.gov/sites/jcw?Exercises/etsr/SitePages/Home.aspx>. Requestors will initiate the support request process at least 12 weeks prior to the first required use of or connection to the JTEN. Event sponsors may contact the EOD technical planner directly with a request, and the technical planner will assist the sponsor with submitting an ETSR. Should the ETSR require Joint Staff J-7 DDJT to provide support that requires funding, the technical planner will forward these requests to the appropriate Joint Staff J-7 CCMD Desk Officer or Service Event Planner. The Desk Officer or Event Planner assists the sponsor by submitting an Out-Of-Cycle (OoC) request for support and monitors the OoCR through the approval process. After gathering initial information, the desk officer or event planner then coordinates the OoC request with a technical planner for the funding estimate.

(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 organization 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 cybersecurity documentation. ETSR are located and submitted at the Event Technical Support Request site (reference i).

(3) Once the ETSR is completed and submitted, the JTEN Network Operations and Security Center (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. <u>Joint Live Virtual Constructive Development Overview and Process</u>. Joint Staff J-7 provides the technical engineering and management capability for developing the current JLVC Federation and its follow-on capability called Joint Training Tools (JTT). 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.

(1) The JTT is the future cloud based Web-enabled environment being developed to replace certain features and capabilities of the existing JLVC federation. Joint Training participants will benefit from the capabilities realized by both JTT and JLVC during development and transition periods. JTT is intended to provide a modular, data-centric construct that enables improved response to required cybersecurity requirements, changes to the representation of the operational environment for training, and Joint/Service/agency modeling and simulation interoperability. Testing and implementation of JTT capabilities is an enduring effort and a priority for the Joint Staff J-7 Deputy Director Joint Training (DDJT). Over the course of JTT development/evolution, elements of JLVC may be modified or enhanced to ensure continued joint training event support. JTT capability implementation, may require an increase in the JNTC GJTI O&M baseline to support transition/operation of legacy and new capabilities while, stabilizing software baselines, affecting modifications to software systems, and gaining authority to operate the JTT supported architecture.

d. <u>Joint Training Synthetic Environment Working Group Overview and Process</u>. The JTSE WG 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 JTSE WG collects, defines, validates and prioritizes training gaps that may require materiel, non-materiel, technical and non-technical solutions.

(2) The JTSE WG promotes Joint Training Technical Interoperability. Through collaboration, JTSE stakeholders will develop and evolve toward a common set of open, net-centric standards that enables interoperability amongst Combatant Commands, Services, Agencies and mission partners for the development of enterprise capabilities.

(3) JTSE WG stakeholders are the trainers and capability developers from each Service and CCMDs. The JTSE WG is the primary forum for CCMDs and Services to discuss training gaps and potential solution(s).

(4) The JTSE WG is conducted quarterly and co-chaired by the Joint Staff J-7 DDJT Environment Operations and Environment Architecture (EOD/EAD) Divisions. 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.

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APPENDIX C TO ENCLOSURE D

JOINT ENTERPRISE ENDURING TRAINING ENABLERS

1. The Joint Enterprise Enduring Training Enablers (JEETEs) support the Joint Warfighter by providing operationally relevant, high-demand/low-density joint training capabilities. They are managed by a JNTC stakeholder that benefits other JNTC programs' ability to develop the Joint Force's capabilities to execute full-spectrum joint combat operations in support of evolving Geographic Combatant Commander requirements. The JEETEs continually support scheduled Service/USSOCOM and select CCMD training programs and exercises.

    a. The JEETEs are relevant and current force multiplying JNTC Training Enablers currently consisting of the Air Operations Replication Cell (AOC RC), SOF Replication Cell (SRC), SOF Planning and Replication Cell, Southwest Irregular Warfare Training Cell, and Realistic Military Training (RMT). The purpose of JEETEs is to:

    b. Replicate unavailable live, low density forces.

    c. Improve Joint Force training readiness.

    d. Mitigate JNTC SOF and Air Operations Center joint training shortfalls in other service programs.

2. <u>JEETEs Criteria/Business Rules</u>

    a. Support 3 or more other Services/USSOCOM.

    b. Support a minimum of 10 JNTC accredited Programs/Exercises.

    c. Replicate in the absence of live forces.

    d. Require annually, unanimous voting by JNTC stakeholders.

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ENCLOSURE E

TRAINING TRANSFORMATION – OTHER

1. Training Transformation - Other. 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/FE&T, the JAEC, and three components under the direction of the Joint Staff J-7: JKO, Joint Interoperability Division (JID), and Joint Targeting School (JTS).

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 PBRs to the Joint Staff J-7 DDPMA 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. The JAEC provides assessment and monitoring across all CE2T2 functions on a recurring and ad hoc basis, and feedback (Quality Control) to CE2T2 stakeholders on Performance Measure development. JAEC serves as the action office for DASD(FE&T) in the development, implementation, and management of a comprehensive architecture for assessing and reporting on the efficacy of the CE2T2 program, and providing portfolio management insight and decision opportunities for CE2T2 leadership.

    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 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 such as Senior Enlisted Joint Professional Military Education (SEJPME), immersive training applications such as Small Group Scenario Trainers, and supports blended learning and collective exercises. 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(Readiness) 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 NIPRNET and 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 and pre-deployment 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 priorities as outlined in the Chairman's Guidance on Training and Exercise Support to Global Integration, Joint Staff J-7 Annual Training Guidance, Joint Staff J-7 DDJT direction, and JKO stakeholder identified requirements.

c. JKO stakeholder meetings are held in conjunction with the Joint Training Synchronization Conference (JTSC) 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 DDJT 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), the Reporting module (JKO Report Builder), 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 JKO Web-based training courses (including existing courses and new development) and the Small Group Scenario Training (SGST) joint process training tool. JKO blended learning training support lends efficiencies to the JELC by providing organizational trainers and observer/trainers (O/T) with demographic learning proficiency data from the courses so trainers can target known gaps and training needs while the SGST allows the training audience to increase proficiencies on joint processes prior to an exercise.

    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.

    g. Joint Knowledge Online Support. JKO delivers 24/7 global access to its NIPRNET and SIPRNET 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 including Web-based joint fundamental courses, Joint Staff J-7 DDJT Deployable Training Division Insights and Best Practices, SEJPME curriculum, and SGST are provided via NIPRNET and SIPRNET.

5. Joint Interoperability Division

    a. The Joint Interoperability Division (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 only use of U.S. message text formats OPTASKLINK, NEW, and CNR for a user base consisting of military, multinational, inter-governmental, and interagency personnel involved in joint and coalition operations. 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. The JID is the sole provider for Joint Data Network Operations and Joint Data Network Operations Cell (JDNC) curriculum development and training delivery to C/S/A, when available.

    b. The JID, within Joint Staff J-7 DDJED, operates the JMTS and trains students online and in classrooms around the world from all of its eight Technical Data Link interoperability courses. JID anticipates students to take courses using JKO; Joint Mobile Training Teams and JICO Support Teams; and students to attend in-resident courses at Pope Army Airfield, Fort Bragg, NC.

    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 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 Worldwide Interoperability Workgroup JICO Symposium and JTC.

    f. <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), Mobile Training Teams (MTTs) and distributed learning products. JID responsibilities include:

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

(2) Provide operational support to CCDRs, Services, and Defense agencies.

(3) Review Service/Joint Network Design and maintain Joint Network Design Library.

(4) Maintain and Operate Joint Tactical Information Distribution System Pulse De-confliction Servicer.

(5) 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.

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ENCLOSURE F

OTHER 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 Deployment Training Center. The Joint Deployment Training Center (JDTC) provides the joint operations community and Profe4ssional Military Education (PMA) institutions with functional training and joint exercise support on doctrinal command and control (C2) processes with emphasis on enterprise systems and tools that enable decision makers to plan and execute joint deployments, global force management, and maintain situational awareness of forces, equipment, and supplies.

    a. JDTC provides individual functional training and education on joint deployment, global force management, and situational awareness processes and joint applications. Current C2 processes and systems covered in the curriculum include:

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

        (2) Global Force Management Process with emphasis on JCRM.

        (3) Situational Awareness Process with emphasis on COP.

        (4) Situational Awareness Process with emphasis on I3.

    b. Detailed information and registration instructions are online at reference r.

 3. Joint Targeting School

    a. The JTS component provides the Department of Defense with formal joint targeting training for mid-career operations and intelligence personnel destined for CCMDs, Joint Staff, Defense Agencies, and Service designated positions (reference s). 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. 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) J-2, J-3, or J-5 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 percent is used for operational expenses. Based on necessity, the JTS typically provides one MTT every 6 months to U.S. Central Command, USEUCOM/USAFRICOM, and U.S. Indo-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.

d. <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:

(1) <u>Staff</u>. A 3-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.

(2) <u>Applications</u>. A week-long 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.

(3) <u>Battle Damage Assessment</u>. A week-long course focused on the assessment process, combat assessment concepts, and conducting physical, functional, and target systems assessment for lethal/non-lethal target types.

(4) <u>Collateral Damage Estimation</u>. A week-long 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.

(5) Detailed information and registration instructions are online at reference s.

4. <u>Joint Command, Control, Communications, and Computers Planners Course</u>. The Joint Command, Control, Communications, and Computers (C4) Planners Course is a 4-week operational level course designed to educate C-4 planners in doctrinal C4 concepts in the joint, interagency, and coalition environments. The target audience is the O-3 to O-5, W-3 to W-5, 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 C-4 planning associated with strategic-, theater-, and tactical-level systems within the deliberate and crisis action planning processes.

5. <u>Joint Training Information Management System</u>. The Joint Training Information Management System (JTIMS) supports CJCS Title 10 responsibilities/requirements, Strategic guidance, CCMDs, Services, CSAs, National Guard, and OSD joint training responsibilities by providing a set of integrated information management capabilities necessary to identify, collect, analyze, develop, store, and disseminate the data required to implement the four phases of the Joint Training System. JTIMS funding purchases contract labor to operate and maintain the JTIMS per CJCSI 3500.1. The labor is required to address outstanding and emergent software change requests and minor enhancements to meet standards and user requirements. Labor will produce software code updates, testing, cybersecurity certification, documentation, associated training, and fielding and enterprise support. JTIMS funds are required to improve data standardization, readiness reporting capabilities, and interoperability with other DoD Automated Information System programs (e.g., Defense Readiness Reporting System). JTIMS funding also supports the engineering infrastructure within which it operates with updated software licenses, cybersecurity patches and the engineering labor required for integration into the data center.

6. <u>Joint Personnel Recovery Agency Support</u>. The 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 a Liaison Officer (LNO) to Joint Staff J-7 DDJT to coordinate tailored exercise support.

a. <u>Personnel Recovery Education and Training Center</u>. The Personnel Recovery Education and Training Center (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. <u>Personnel Recovery Academy</u>. The Personnel Recovery Academy (PRA), based at Fairchild Air Force Base 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 U.S. Government 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.

7. <u>Joint Center for International Security Force Assistance</u>. 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 partner nation (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 DDJT to coordinate tailored exercise support

8. <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.

9. Joint Doctrine Support

a. The Joint Staff J-7 DDJED Joint Doctrine Analysis Division (JDAD) is the sole DoD assessment agent for all joint doctrine in support of the Chairman's Title 10 responsibilities. 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.

b. 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.

(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.

c. JDAD develops their budget internally. Funding supports contract support and government travel. However, travel in support of a requesting organization is normally funded by the requesting organization.

10. <u>Joint Information Operations Range</u>

a. The JIOR is a secure, closed-loop, network enterprise providing Warfighters and supporting elements the ability to employ highly classified cyberspace-enabled military capabilities in secure, virtual range environments. JIOR users are comprised of traditional military and government standalone ranges/sites, laboratories, operations centers, training facilities, and tool & weapon development organizations.

b. Interconnecting more than 145 sites (and growing), the JIOR enables the creation of distributed, operationally relevant cyber, information operations (IO), electronic warfare, and live, virtual, and constructive (LVC) environments through the connection and secure transport of data between sites. The interconnection of these assets provide customers with relevant and secure training, exercise, and test environments (a closed-loop cyber sandbox) for the development and operationalization of military capabilities, including associated tactics, techniques, and procedures (TTPs). Based on user requirements, the JIOR facilitates the creation of environments representative of actual combat targets, systems, and situations to conduct technical and performance assurance testing for weapons systems and tool use certification. Users may execute one or many discrete events (e.g., mission rehearsals, exercises, tests, training/certification, courses of instruction, etc.) in a single environment.

11. <u>Joint Staff J-6 Deputy Director, Cyber, Command, Control, Communications, and Computers Integration</u>

a. Cyber, Command, Control, Communications, and Computers (C5) Assessments Division (C5AD) leads the DoD Enterprise Cyber Range Environment, Command, and Control Information Systems (DECRE C2IS) in support of Cyber Mission Force training and capability development. C5AD plans, designs, builds, and executes cyberspace operations defensive training and assessment events.

b. The C5AD DECRE C2IS enables unit, group and force level collective training to include multi-team and specialized force training within an operational environment that includes mission essential systems and processes. DECRE C2IS integrates the capabilities of multiple range and capability providers into a robust, operational relevant representation of the DoD Information Network interconnecting joint CCMD nodes and Service enclaves interchanging e-mail, chat, Web, and C2 data. Our C2IS team centers our focus on Task Critical Assets (TCA) and Mission Relevant Cyber Terrain to build CCMD architectures with appropriate systems, services and processes. During a typical training event multiple Cyber Protection Teams (CPTs) and Multi-Disciplinary Teams take control of mission representative enclaves,

install and configure their tools and sensors and survey and harden their assigned environment. Once complemented, red on blue threat activities occur tailored to the experience level and training objectives establish by the defensing blue teams. This capability enables cyber warrior to train and rehearse missions for the defense of Key Cyber Terrain against advanced cyber threats using their own tools and sensors while defending the C2 systems and data they are tasked to protect in the real world.

    c. DDC5I operates the Joint Command, Control, and Information Operations (IO) School (JC2IOS) as one of four schools residing within the Joint Forces Staff College. The JC2IOS mission is to educate military officers, senior noncommissioned officers, and civilian equivalents in the concepts, applications, and procedures associated with C4I/C & IO. JC4I does this in a joint, interagency, and multinational environment with a focus on the operational level of war. Specifically the Joint Command, Control, Communications, Computers, and Intelligence/Cyber Course (JC4IC) provides the basis for positions that need an understanding of command, control, communications, computers, and intelligence/cyber (C4I/C). This course educates personnel from varied backgrounds to function in a joint environment. It provides a broad understanding of joint C4I/C doctrine and current policy guidance. Students apply joint C4I/C concepts and skills/procedures to prepare for duty in joint or service C4I/C staff operations and planning assignments. The program covers a wide spectrum of C4I/C that extends from the national and strategic levels to the theater and tactical levels in support of the President, Secretary of Defense, and commanders who control military forces. Successful completion of the course reduces the time required for officers, warrant officers, senior noncommissioned officers, or DoD civilians to be effective applying C4I/C capabilities in support of a joint force commander. The course includes site visits to the National Capital Region. (NSA, DISA, USCYBERCOM, DHS, NRO, CIA). Mobile Training Teams can be arranged to CCMDs, Services, and agencies upon request.

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ENCLOSURE G

REFERENCES

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

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d. Office of the Deputy Chief Management Officer, 30 December 2016, "Transfer of Combatant Command Exercise Engagement and Training Transformation Funds to the Joint Staff"

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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 <https://jtims.jten.smil.mil> (SIPRNET – accessed: 18 June 2019) and <https://jtims.jten.mil> (NIPRNET – accessed: 18 June 2019)

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GLOSSARY

PART I-ABBREVIATIONS AND ACRONYMS

3QFY   Third Quarter of the Fiscal Year

A/C   Accreditation/Certification
AAR   After Action Review
AMC   Air Mobility Command
AOC   Air Operations Center
APOD   Aerial Port of Debarkation
APOE   Aerial Port of Embarkation
AR(M)   Accounting Report Monthly
ASD(R)   Assistant Secretary of Defense for Readiness
ASD(SPC)   Assistant Secretary of Defense for Strategy, Plans, and
                           Capabilities
ATC   Adaptive Training Capability

BES   Budget Estimate Submission

C2   Command and Control
C4   Command, Control, Communications, and Computers
C5   Cyber, Command, Control, Communications, and
                           Computers
C5AD   Cyber, Command, Control, Communications, and
                           Computers Assessments Division
CB   Corporate Board
CCP   CCDR Campaign Plan
CCDR   Combatant Commanders
CCMD   Combatant Command
CDC   Concept Development Conference
CE2   Combatant Commanders Exercise Engagement
CE2T2   Combatant Commanders Exercise Engagement and
                           Training Transformation
CJCS   Chairman of the Joint Chiefs of Staff
CJCSM   Chairman Joint Chiefs of Staff Manual
CJCSN   Chairman Joint Chiefs of Staff Notice
CO   Cyberspace Operations
COMMEX   Communications Exercise
CONUS   Continental United States
CONPLAN   Concept Plan
COP   Common Operational Picture
CP   Campaign Plan
CPTT   CE2T2 Program Tracking Tool
CSA(s)   Combat Support Agency (ies)

CSR	Commander's Summary Report
CTN	Countering Threat Networks
CTP	Commercial Ticket Program
DASD(FE&T)	Deputy Assistant Secretary of Defense for Force Education and Training
DDJED	Deputy Directorate for Joint Education and Doctrine
DDPMA	Deputy Directorate for Program Management Activities
DDJT	Deputy Directorate for Joint Training
DECRE C2IS	DoD Enterprise Cyber Range Environment, Command and Control Information System
DFAS	Defense Finance and Accounting Service
DISA	Defense Information Systems Agency
DJ-7	Director for Joint Force Development, Joint Staff J-7
DoD	Department of Defense
DOT-MARAD	Department of Transportation – Maritime Administration
DTT	Deployable Training Team
EAD	Environment Architecture Division
EOD	Environment Operations Division
ETSR	Event Technical Support Request
FAAR	Facilitated After-Action Report
FAD	Funding Authorization Document
FIAR	Financial Improvement and Audit Readiness
FM	Financial Management
FO	Flag Officer
FPC	Final Planning Conference
FY	Fiscal Year
FYDP	Future Year Defense Program
GCC	Geographic Combatant Command
GCP	Global Campaign Plan
GCCS-J	Global Command and Control System – Joint
GIBP	Globally Integrated Base Plan
GIE	Globally Integrated Exercise
GJTI	Global Joint Training Infrastructure
GOPAX	Group Operational Passenger System
GO	General Officer
HQ	Headquarters
I3	Integrated Imagery and Intelligence
IAW	In Accordance With
ICP	Integrated Contingency Plan

IO	Information Operations
ION	Information Operations Network
IT	Inland Transportation
ITO	Installation Transportation Office
JAEC	Joint Assessment and Enabling Capability
JCISFA	Joint Center for International Security Force Assistance
JCRM	Joint Capabilities Requirements Manager
JDAD	Joint Doctrine Analysis Division
JDTC	Joint Deployment Training Center
JED	Joint Education and Doctrine
JECG	Joint Exercise Control Group
JEETEs	Joint Enterprise Enduring Training Enablers
JELC	Joint Event Life Cycle
JEP	Joint Exercise Program
JETP	Joint Exercise Transportation Program
JICO	Joint Interface Control Officer
JID	Joint Interoperability Division
JIOR	Joint Information Operations Range
JKO	Joint Knowledge Online
JLOTS	Joint Logistics-Over-The-Shore
JLVC	Joint Live Virtual Constructive
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
JPRA	Joint Personnel Recovery Agency
JRSOI	Joint Reception, Staging, Onward Movement and Integration
JSCP	Joint Strategic Campaign Plan
JSTO	Joint Sourcing Training and Oversight
JTAC	Joint Terminal Attack Controller
JTCP	Joint Training Coordination Program
JTE	Joint Training Environment
JTEN	Joint Training Enterprise Network
JTF	Joint Task Force
JTIMS	Joint Training Information Management System
JTP	Joint Training Plan
JTR	Joint Travel Regulation
JTS	Joint Targeting School
JTSC	Joint Training Synchronization Conference
JTSE	Joint Training Synthetic Environment
JTT	Joint Training Tool

LCMS	Learning Content Management System
LNO	Liaison Officer
LOA	Line of Accounting
LOTS	Logistics Over-The-Shore
LVC	Live, Virtual, and Constructive
M&S	Modeling and Simulation
MINI-EX	Mini-Exercise
MIPR	Military Interdepartmental Purchasing Request
MPC	Mid Planning Conference
MPF	Maritime Pre-positioning Force
MSC	Military Sealift Command
MSEL	Master Scenario Event List
MTT	Mobile Training Team
NGB	National Guard Bureau
NGO(s)	Non-Governmental Organizations
NICKA	Code Word, Nicknames, and Exercise Term
NIPRNET	Non-Secure Internet Protocol Router Network
NLT	No Later Than
NOSC	Network Operations and Security Center
O/T	Observer/Trainer
OASD	Office of the Assistant Secretary of Defense
OCO	Overseas Contingency Operations
OE	Operational Environment
OGAs	Other Government Agencies
OoC	Out of Cycle
OoCR	Out of Cycle Requests
O&M	Operations and Maintenance
OPFOR	Opposing Forces
OPLAN	Operations Plan
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
OSD(FE&T)	Office of the Secretary of Defense for Force Education and Training
OSE	Organization Scheduling the Event
OUSD	Office of the Under Secretary of Defense
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
PAX	Passengers
PB	President's Budget
PBR	Program Budget Review
PEP	Program Execution Plan

PG&O	Program, Goals, and Objectives
PH	Port Handling
PMA	Program Management and Activities
PN	Partner Nation
POAM	Program of Actions and Milestones
POD	Port of Debarkation
POE	Port of Embarkation
POL	Petroleum, Oil, and Lubricants
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PR	Personnel Recovery
PRA	Personnel Recovery Academy
PRETC	Personnel Recovery Education and Training Center
RC	Reserve Component
RCP	Regional Campaign Plan
RDT&E	Research, Development, Test, and Evaluation
RMT	Realistic Military Training
RRF	Ready Reserve Force
RTC	Road-to-Crisis
SAAM	Special Assignment Airlift Missions
SAD	Strategic Airdrop
SAG	Senior Advisory Group
SCCP	Small Commercial Cargo Program
SDDC	Surface Deployment and Distribution Command
SEJPME	Senior Enlisted Joint Professional Military Education
SES	Senior Executive Service
SERE	Survival, Evasion, Resistance, and Escape
SFA	Security Force Assistance
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
STAFFEX	Staff Exercise
STARTEX	Start of Exercise
STO	Special Technical Operations

T2	Training Transformation
TAC	Transportation Account Codes
TACC	Tanker Airlift Control Center
TCA	Task Critical Assets
TCC	Transportation Component Command
T&E	Training and Exercise
TMO	Transportation Management Office
TPFDD	Time-Phased Force and Deployment Data
TRADOC	Training and Doctrine Command
TTP	Tactics, Techniques and Procedures
TTX	Table-Top Exercise
TWCF	Transportation Working Capital Fund

UFR	Unfunded Request
UJT	Universal Joint Task
UJTL	Universal Joint Task List
ULN	Unit Line Numbers
U.S.C.	U.S. Code
USAFRICOM	U.S. Africa Command
USEUCOM	U.S. Europe Command
USSOCOM	U.S. Special Operations Command
USTRANSCOM	U.S. Transportation Command

WG	Working Group
WNN	World News Network

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