

**BY ORDER OF THE COMMANDER  
AIR FORCE MATERIEL COMMAND**



**AIR FORCE INSTRUCTION 10-204**

**AIR FORCE MATERIEL COMMAND**

**Supplement 1**

**16 OCTOBER 1995**

**Operations**

**PARTICIPATION IN THE MILITARY  
EXERCISE PROGRAM**

**"HOLDOVER"**

***"The basic publication has changed; impact on supplemental information is under review by the OPR. Users should follow supplemental information that remains unaffected."***

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**NOTICE:** This publication is available digitally on the AFDPO WWW site at:  
<http://www.e-publishing.af.mil>

---

OPR: HQ AFMC/XP-AO (Col Keith Caudle)

Certified by: HQ AFMC/XP-AO  
(Col Keith Caudle)

Pages: 8

Distribution: F

---

**AFI 10-204, 20 May 1994, is supplemented as follows:**

This supplement further implements AFD 10-2 *Readiness*, and AFI 10-204, *Participation in the Military Exercise Program*. It is directive in nature and is intended to provide basic structure, guidance and responsibilities for AFMC's participation in the Chairman, Joint Chiefs of Staff (CJCS), Commander-in-Chief (CINC), HQ USAF exercises. It also implements AFMC's program for exercising emerging technological products. Refer to the basic AFI glossary for explanation of acronyms unless otherwise noted. This supplement applies to all AFMC active duty and AFMC gained reserve component units.

1.1. **Purpose.** AFMC Exercise Program (AFMCEP) supports the purposes of the Air Force Exercise Program (AFEP), extends AFMC participation in the AFEP down to the center level, and establishes additional responsibilities for exercising emerging technological products. The AFMC Operations Office (AFMC/XP-AO) is the AFMCEP office of primary responsibility (OPR).

1.1.1. (Added) The instructions contained in the basic AFI 10-204 primarily apply to participation in military exercises that are part of the CJCS, or HQ USAF exercise programs. The concepts and intent behind these instructions can be directly applied to the development and execution of the center exercise programs. **Chapter 9 (Added)** outlines the AFMC program for injecting emerging technological products and systems into the joint exercise environment.

1.1.2. (Added) Unless otherwise noted, AFMCEP can be substituted for AFEP when applying the basic AFI guidance.

1.3.1.1. (Added) AFMC units should participate in CINCs' field training exercises (FTX) to the maximum extent possible. These exercises provide valuable opportunities to become oriented to tasked theaters of operations and train with other major command (MAJCOM) units under more realistic conditions. When participation becomes available, every effort should be given to align unit participation with their OPlan tasked theater. HQ AFMC allocates the participation slots to the center through the designated headquarters functional managers. If necessary, priority for participation may be given to centers that have restricted capabilities to conduct realistic local unit FTXs.

1.3.1.2. (Added) Participation in center level exercises is lowest priority. However, those exercises represent the commander's primary and most frequent exercise vehicle.

1.3.2.1. (Added) In keeping with the Quality Air Force tenets, and the approach to exercise evaluation that AFMC has taken, exercise evaluations will focus on process, not individual performance. Exercise results will not be used in a punitive manner, rather, they will be used to provide constructive feedback to facilitate continuous improvement of mission performance.

1.3.3.1. (Added) Fully realistic exercising of depot maintenance surge, aircraft acceleration and compression, deployment of developmental weapons systems, and accelerated test, acquisitions, laboratory processes is cost prohibitive and could be detrimental to AFMC's day-to-day support mission. Exercises in these areas may have to be limited to evaluation of command and control, vertical and lateral coordination, and the steps leading up to actual work initiation. As an added tool, centers should carefully review their performance in response to actual customer requests for these services as an indicator of process potential. When possible, "hot wash" or lessons-learned sessions should be held immediately after completion of actual execution of these areas to identify improvement opportunities.

1.3.4.1. (Added) AFMC will normally use CJCS and HQ USAF-sponsored exercises as the primary vehicle for facilitating commandwide exercises, primarily focusing on command and control, communications, and responsiveness. During the exercise planning phase, AFMC depends upon the Joint Staff and the other participants to develop the basic scenario, EXPlans, implementors, and master scenario events lists (MSEL) for their portions of the exercise. Therefore, if the exercise is canceled less than 6 months prior to the exercise start date, HQ AFMC normally will not have the resources or capability to continue with the exercise independently. If a higher headquarters sponsored exercise is canceled more than 6 months in advance, AFMC/XP-AO will coordinate a decision to revert to a limited scope, AFMC-only exercise which supports AFMC objectives.

1.3.4.2. (Added) Center exercises should be coordinated and deconflicted with higher headquarters (CJCS through MAJCOM) sponsored exercises. Where feasible, centers should use higher headquarters-sponsored exercises as a catalyst for enhancing the local exercise program realism. See AFMCI 10-201, *The AFMC Center Exercise Program*, for additional guidance.

1.3.6. Centers will coordinate support requirements and real-world event conflicts with AFMC/XP-AO.

1.3.11. When requested, AFMC/XP-AO will provide advice and coordinate staff assistance for the development of center exercises.

1.3.12. The Environmental Planning and Compliance references should be reviewed and used in formulating and executing all center exercises. Special attention should be paid to planning off-installation exercise sites used for employment exercises, on or off government property.

2.1.3. The HQ AFMC directorates perform these same duties for the AFMCEP.

2.2.1. AFMC/XP-AO is the AFMC point of contact (POC) for all exercise guidance planning, and coordination, and is the OPR for this supplement. This information is to follow after the bulleted items in AFI 10-204, 20 May 1994.

2.2.1.1. (Added) AFMC/XP-AO is also responsible for the following items:

- Issuing exercise planning guidance and documents.
- Overseeing distribution and flow of higher headquarters' exercise schedules to the centers.
- Coordinating AFMC planning and participation in theater CINCs and other FTXs. (Exception: The coordination of Palace Exercise (Supported MAJCOM shortfalls to AFMPC and "fairshared" to the commands for fill action) requirements/tasking which involve actual deployment of personnel in support of exercises are the responsibility of HQ AFMC/DPXX/XPMQ, in coordination with AFMC/XP-AO).
- Coordinating AFMC sponsored exercises.
- Developing and conducting HQ AFMC player controller training.
- Ensuring exercise reports and lessons-learned information is cross-fed among all AFMC centers.
- All responsibilities cited in **Chapter 9 (Added)**, relating to the Exercising Emerging Technological Products Program.

2.2.1.2. (Added) AFMC centers/ geographically-separated units (GSU) will:

- Establish a POC for exercise planning and coordination. This is the center interface with AFMC/XP-AO.
- Assign qualified personnel to plan, conduct, evaluate, and report on exercises.
- Integrate tenant/associate units and organizations into the center exercises. Provide tenants/associate units with planning information guidance, and schedules when their participation is required.

2.2.2. AFMC/XP-AO will coordinate and integrate HQ AFMC and center inputs and requirement for submission to HQ USAF/XOOOE. This information is to follow after the bulleted items in AFI 10-204, 20 May 1994.

2.2.2.1. (Added) AFMC Centers/GSUs will:

- Establish and implement center guidance on exercises, and guide and conduct exercises of subordinate units.
- Coordinate center exercise planning directives, develop MSELs, control staff instructions (COSIN), and post-exercise evaluation reports for each CJCS, HQ USAF, or AFMC-sponsored command post exercises (CPX) and provide inputs to AFMC/XP-AO, as directed.
- Report on exercise scheduling following AFMC/XP-AO exercise schedule guidance. Attend AFMC exercise scheduling conferences, as required.
- Submit documentation required by the Joint Staff, unified commands, HQ USAF/XO or AFMC/XP-AO for planning, conducting, or evaluating exercises.
- Develop and implement Environmental Safety and Occupational Health Plan (see paragraph **1.3.12. (Added)**).

2.2.3.1. (Added) AFMC centers/GSUs will:

- Participate in and support CJCS RAP, Air Force Remedial Action Program (AFRAP), Air Force After Action Reporting System, and AFMC RAP and After Action Reporting System (AARS), as directed.
- Review AARS and exercise critique items. Inform AFMC/XP-AO of any problems requiring HQ AFMC assistance.
- Institute a center/GSU RAP to correct deficiencies observed during exercises and to support the AFRAP and AFMC RAP.

2.2.4. AFMC/XP-AO will conduct commandwide conferences, as required, to complete planning and coordination for CJCS and AFMC-sponsored exercises.. This information will is to follow after the bulleted items in AFI 10-204, 20 May 1994.

2.2.4.1. (Added) AFMC centers/ GSUs will:

- Attend AFMC-hosted exercise conferences.
- HQ AFMC normally provides funds for conferences that support the planning and execution of CJCS, CINC, and HQ USAF-sponsored exercises. Specific guidance will be issued for each conference. When directed, represent AFMC at CINCs' exercise conferences.
- Provide AFMC/XP-AO inputs, as requested, to the CJCS Joint Training Master Plan.
- Submit funding requirements and execution reports to AFMC/XP-AO for Program Element 28011F, port handling and inland transportation. (CINC sponsored exercises only).

3.1.4. AFMC/XP-AO will coordinate the development of exercise objectives and evaluation criteria for CJCS, CINC, HQ USAF, and AFMC-sponsored exercises.

4.1.4.1. (Added) AFMC/XP-AO conducts AFMC COSIN conferences to complete the AFMC MSEL and coordinate completion of the items in paragraph 4.1.4. for command and center participation.

4.2.1.1. (Added) AFMC is responsible for the items in paragraph 4.2.1. for AFMC-sponsored exercises.

4.2.3. (Added) Centers/GSUs:

- Develop center/GSU objectives.
- Develop MSEL events to support CJCS, USAF, command, and center objectives.
- Attend higher headquarters COSIN conferences, as requested.
- Provide personnel at the center level to serve on the exercise control group, i.e., inject MSELs.

4.3.2.1. AFMC/XP-AO will give the centers numbering guidance in the MSEL planning instructions for each exercise. Centers will develop a numbering scheme for center level exercise MSELs (Level 5).

4.3.2.2. Bullet (Added): Level 5. MSEL events affect only centers and below as published in center COSIN. This information is to follow after the bulleted items in AFI 10-204, 20 May 1994.

4.4.1. (Added) Submitting MSELs to AFMC/XP-AO. In addition to the methods listed in paragraph 4.4., centers may also:

- Attach a file and forward using AFMC's Secure Electronic Mail (E-Mail) system (classified up to SECRET). Address E-mail as specified in each exercise's planning instructions.
- Attach a file and forward using AFMC's WPDIS mail. Address mail to the AFMC/XP-AO POC listed in each exercise's planning instructions (UNCLASSIFIED only).

4.5.2. In addition, centers will prepare implementors for all MSEL events submitted for inclusion by any lateral or higher headquarters' COSIN.

4.5.4. Provide implementors for lateral or higher headquarters COSIN to AFMC/XP-AO for consolidation and dissemination.

4.6.1. Ensure that play also remains within the boundaries of participants described in the AFMC and center EXPlans and COSINS. This information is to follow after the bulleted items in AFI 10-204, 20 May 1994.

7.1.1.1. (Added) In addition to the considerations in paragraph 7.1.1., centers should pursue innovative approaches to meeting the center's exercise needs under conditions of constrained manpower resources.

7.1.2. Center commanders determine the staffing requirements for supporting the AFMCEP. Requests for additional staffing to support the AFMCEP or center level exercise program will not normally be approved. Commanders will normally be expected to staff the exercise program at the expense of lower priority tasks.

7.1.3. Centers should also pursue consolidation with tenant/associate organizations exercise programs to help offset staffing shortfalls.

7.2.2.1. (Added) AFMC and center exercise planners must also fully understand the AFMC Mission Element and Integrated Weapons System Management structures, product, test, air logistics centers, laboratory, and specialized center capabilities, and unique AFMC C2 Systems operations and procedures.

8.1. **General Information.** AFMC/XP-AO manages the funds provided by HQ USAF for AFMC participation in the CJCS exercise program. AFMC/XP-AO provides funding for center-level participation in CJCS exercise planning conferences and approved subordinate unit participation in CINCs' theater CPXs/FTXs. AFMC units must get AFMC/XP-AO approval and funding information prior to participation to be assured of reimbursement.

8.1.1. (Added) All DoD agencies have an inherent requirement to participate in recurring military exercises. Funding of CJCS exercise participation of DoD supporting agencies who are tenants/associates on AFMC bases (i.e., Defense Information Systems Agency, Defense Logistics Agency, Defense Finance and Accounting Service, etc.) is the DoD agency's parent organization's responsibility. Such funding only covers that agency's participation which supports accomplishment of the parent organization's CJCS exercise responsibilities and requirements. Since AFMC is normally the prime customer, this includes most, but not necessarily all, operations which support AFMC or center-unique exercise objectives. Prior to any CJCS exercise where center-level exercise play could drive abnormal support agency operations, such as overtime hours of operations, determine whether support agency participation will be covered by the parent organization.

8.1.1.1. Centers are responsible for programming, budgeting, and funding DoD support agency exercise participation costs when such participation costs exceed the levels of support documented in the agency service level agreement. Mutual exercise participation requirements and support levels negotiated and documented according to AFI 25-201, *Support Agreements Procedures*, will be the basis of additional costs calculations.

8.3.1.1. AFMC/XP-AO works through the HQ AFMC functional managers to forecast AFMC future CJCS exercise participation levels and funding requirements. Individual functional managers work with their field counterparts to refine the requirements. Future participation is documented and updated in the Air Force Joint Exercise Master Training Plan.

8.4.3. (Added) AFMC centers are responsible for programming, budgeting, and funding all other exercise program costs from appropriate accounts.

## Chapter 9 (Added)

### EXERCISING EMERGING TECHNOLOGICAL PRODUCTS

**9.1. (Added) Purpose.** AFMC is responsible for the acquisition and development of new weapons systems, supporting systems and equipment, and technology applications. Many programs could benefit from early demonstrations of these developmental capabilities to the end user. Exercises present an opportunity for demonstrating the emerging technological product's application. This chapter outlines the process for taking advantage of opportunities for integrating emerging technological products into the exercise arena. Although there may be some limited opportunity to participate in CJCS and CINCs' exercise programs, Air Force MAJCOM and other service-sponsored United States-only exercises, such as Red Flag and Blue Flag, are the most likely candidates.

9.1.1. (Added) The AFMC program is designed to keep program managers and laboratory commanders aware of future exercise opportunities and to facilitate the process of integrating emerging technological products into those opportunities.

**9.2. (Added) Funding.** AFMC currently has not established a specific funding profile to support this program. Therefore, funding for participation in this program must come from program funding sources unless the participation qualifies under the requirements outlined in Chapter 8 concerning participation in CJCS exercises.

#### **9.3. (Added) Responsibilities:**

9.3.1. (Added) HQ AFMC Responsibilities:

9.3.1.1. (Added) AFMC/XP-AO is responsible for:

- Managing and administering the Exercising Emerging Technological Products program.
- Annually providing a list to all Program Master List (PML) single managers (SM) and AFMC laboratory commanders and applicable offices announcing dates and brief descriptions of known exercises that are available for USAF/AFMC participation.
- Serving as a focal point for field inquiries concerning the Exercising Emerging Technological Products program process.
- Providing cross-feed of exercise technology demonstration after action reports.
- Tracking participation statistics (attempts, participation acceptance/rejection, participation scheduled/actual) to determine program usefulness and viability.

9.3.1.2. (Added) HQ AFMC/DR is responsible for maintaining and providing the PML to AFMC/XP-AO to facilitate dissemination and cross-feed of exercise information.

9.3.1.3. (Added) HQ AFMC/ST will provide a list of laboratory commanders to AFMC/XP-AO upon request.

9.3.2. (Added) PML SMs and laboratory commanders are responsible for:

- Reviewing the exercise opportunities and determining the feasibility of demonstrating their product during one or more of the exercise opportunities.
- Funding participation from program funds when HQ AFMC funding is not provided.

- Ensuring that participation in the exercise program does not interfere with program cost, schedule, or performance requirements.
- Ensuring that participation in the program is within the bounds of negotiated contracts.
- Coordinating program participation with the program's end customer and the exercise OPR.
- Ensuring that participation in an particular exercise conforms with the program's security restrictions, and would not compromise program OPSEC requirements.
- Reporting participation attempts, successes, rejections, and participation lessons-learned to AFMC/XP-AO, as directed.

**9.4. (Added) Process.** The following steps outline the process of integrating emerging technological products into the exercises:

9.4.1. (Added) AFMC/XP-AO sends out a list of candidate exercises to all PML SMs, laboratory commanders, and other applicable organizations for their review. The exercise candidate list will contain an exercise description, exercise dates, and the exercise OPR/POC communication information.

9.4.2. (Added) SMs and laboratory commanders advise the product end user/developer of the desire and opportunity for the program to participate.

9.4.3. (Added) If a product is deemed feasible for demonstration, the SM or laboratory commander obtains initial concurrence from both the end user/developer and the exercise OPR. SMs or laboratory commanders will advise AFMC/XP-AO when participation has been agreed to.

9.4.4. (Added) The SM or laboratory commander will form and chair a working group to develop details for integrating the program's system/technology into the selected exercise. The members of the working group will be appointed by the SM or laboratory commander, but, at a minimum, will include the user/developer and exercise OPR.

9.4.5. (Added) Upon completion of the exercise demonstration, the SMs or laboratory commander will get inputs from the user/developer and exercise OPR and will prepare an after-action report describing the demonstration, its successes and/or deficiencies, and any lessons learned from the process. The completed report will be provided to all PML SMs, laboratory commanders, the user/developer and exercise OPR.

ALAN B. GOLDSTAYN,  
Deputy Director of Plans