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Command Policy

BASE EXERCISE PROGRAM

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This instruction establishes Pope AFB's Base Exercise Program. It implements AFD 10-2, *Readiness* and AFD 10-25, *Full-Spectrum Threat Response*. The Base Exercise Program provides a process for planning and executing readiness and emergency response exercises conducted by the Exercise Evaluation Team (EET). It provides a mechanism to track findings and implement corrective actions to improve base plans, processes, and procedures. In addition, the Base Exercise Program manages the EET to include organizing and training appointed members. The Base Exercise Program applies to all units on Pope AFB. **Records Disposition:** Documentation created by this publication will be maintained and disposed of IAW AFMAN 37-123, *Management of Records* and AFMAN 37-139, *Records Disposition Schedule*.

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1. General Guidance.

1.1. Overview. Base exercises and evaluations are a means of measuring and improving the Wing's wartime/contingency readiness and emergency response capability. Through well-planned exercises, problem areas are identified and corrective actions are verified. There are three phases to accomplishing an exercise: pre-exercise planning phase, exercise execution phase, and post-exercise corrective actions phase. The amount of effort put forth by the Exercise Evaluation Team (EET) during the planning phase will determine how effective the exercise is at measuring the Wing's readiness and emergency response capability. Exercise scenarios should be realistic and designed based on factors relevant to mission performance or assessed threat. The EET is also critical in ensuring that exercises flow smoothly. EET findings must be valid and constructive. Reports should identify legitimate problem areas, and follow-up is imperative to ensure corrective actions are implemented.

1.2. Office of Primary Responsibility. Wing Plans and Inspections (43 AW/XP), through the Inspections and Exercises Branch (43 AW/XPI), is the OPR for base exercises and evaluations conducted IAW AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations* and other references listed in [Attachment 2](#). 43 AW/XP conducts exercises and evaluations under the authority of the 43 AW Commander (43 AW/CC) and provides the commander with an independent assessment of the base's readiness and response capability. Close coordination with CE Readiness (43 CES/CEX) is imperative for planning and executing exercises implementing Pope AFB 10-2, Full Spectrum Threat Response (FSTR) Plan.

1.3. Program Goal. The primary goal of the Base Exercise Program is to exercise, evaluate, and improve wartime/contingency readiness and emergency response capability of all Pope AFB units.

1.3.1. Units may accomplish independent exercises to satisfy unit-specific requirements. However, units are encouraged to incorporate unit-specific requirements into base exercises to the maximum extent possible. Individual unit exercises will not be managed through the Base Exercise Program. However, the Base EET Chief will provide support to the units as resources permit.

1.4. Participation/Exemptions. All 43 AW military personnel and DoD civilians must be trained and equipped to perform their wartime and peacetime emergency response missions. Active duty personnel may be exempt from exercise play due to permanent change of station (PCS), temporary duty (TDY), medical profile, or convalescent leave. Exempted personnel must be prepared to show a copy of PCS/TDY orders, medical profile, or leave orders to an evaluator when queried. Commanders are responsible for managing TDY and leave to ensure maximum participation in announced exercises. DoD civilians must participate in base exercises. Emergency essential DoD civilians will participate as specified in AFI 36-507, *Mobilization of the Civilian Workforce*. Civilian overtime is at the discretion of the 43 AW/CC. Contractors with no contingency or readiness requirements are exempt from exercise participation. This does not alleviate contractor personnel from obeying lawful orders of responding forces. Exercises will not include functions being performed under contract unless the exercise requirements are established in the contract.

1.4.1. In accordance with Air Force Instruction 10-2501, paragraph 10.3.4, all Pope AFB tenant units, including non-Air Force units, will participate in base exercises to the maximum extent possible. Ideally, tenant units will participate in all appropriate exercises and provide EET to help plan, execute, evaluate, and document those exercises. When real world events preclude full participation, tenant units should at least participate in anti-terrorism, WMD, and natural disaster response exercises. When unable to fully support the base EET, unit commanders should at least

designate a unit observer to evaluate unit response during the exercise. In these situations, the Base EET Chief will provide basic evaluator training and checklists to minimize the impact on the unit.

1.4.2. When real world events preclude exercise participation, unit commanders will notify the Base EET Chief prior to the exercise. As appropriate, unit commanders will coordinate requests to be excused from exercises through the group commander or Director of Staff. Tenant commanders will send requests directly to the Base EET Chief. The Base EET Chief will brief the 43 AW/CC on all units not participating in the exercise. The 43 AW/CC has final approval to excuse units from base exercises.

1.5. Security. Readiness exercises provide a unique opportunity for potential adversaries to gain insight into the Wing's combat capability. Personnel must be particularly vigilant in adhering to Operations Security (OPSEC) and Communications Security (COMSEC) guidelines during exercise planning and execution. It is imperative that all participants and evaluators take appropriate measures to protect information identified in 43 AW's Critical Information List (CIL). Any person may intervene in specific exercise activity to protect classified materials or prevent inadvertent disclosure. Notify the Base EET Chief and Security Forces Squadron through the Exercise Control Center (ECC) if such an event occurs during exercise execution. The Base EET Chief will suspend exercise play as required until the situation is resolved. Security procedures and OPSEC will be evaluated during all exercises.

1.6. Types of Exercises. There are different types of exercises used to evaluate various aspects of the Base's readiness and response capability. Some exercises are announced exercises while others are unannounced. Regardless of the type of exercise, exercise scenarios should be developed to present realistic challenges to assess the Base's capability.

1.6.1. Operational Readiness Exercise (ORE). An ORE is a Mobility Exercise (MOBEX) that exercises the base's ability to deploy to an AOR and conduct its wartime mission. It may be divided into two phases of operations. Phase I is the Initial Response (IR) phase and Phase II is the employment phase. This type of exercise evaluates four major graded areas: Initial Response (IR), Employment, Mission Support, and Ability To Survive and Operate (ATSO). OREs are conducted IAW AFI 10-403, AFI 10-403 AMC Supplement 1, AFI 10-2501, and the Pope AFB Installation Deployment Plan. Evaluation criteria/standards are established in AMCPAM 90-202, *Inspection Guide*.

1.6.1.1. *Phase I MOBEX*. Phase I MOBEX, also called an Initial Response Exercise (IRE), tests the installations initial response capability or deployment readiness. It requires the base to transition quickly from routine daily procedures to a wartime mobilization posture. It evaluates the base's ability to prepare and deploy personnel and equipment for contingency operations.

1.6.1.2. *Phase II MOBEX*. Phase II MOBEX, also called an Enemy Attack Exercise (EAE), tests the installations ability to accomplish the mission in a wartime environment. This type of exercise is based on the assumption that our people and assets are in a deployed (OCONUS) location. The major areas evaluated include employment, mission support, and ATSO.

1.6.2. Major Accident Response Exercise (MARE). MAREs evaluate the base's ability to respond to accidents or incidents, and are unannounced or short-notice exercises. This type of exercise primarily involves the Disaster Control Group (DCG) and the Command and Control (C2) structure, including the Crisis Action Team (CAT) and Group and Unit Control Centers. It is conducted IAW

AFI 10-2501 and 10-2 Pope AFB Full Spectrum Threat Response (FSTR) Plan. MAREs are conducted on a quarterly basis and may combine multiple scenarios to fulfill annual requirements. See [Attachment 2](#) to this publication for a list of annual requirements to be conducted as part of quarterly MAREs.

1.6.3. Natural Disaster Response Exercises (NDRE). NDREs evaluate the base's ability to prepare for and recover from natural disasters. The most common natural disasters that threaten Pope AFB are hurricanes, floods, and tornados, and they should be the focus of NDRE exercise scenarios. NDREs are conducted IAW AFI 10-229, AFI 10-2501, 10-2 Pope AFB FSTR Plan, and the Pope AFB Hurricane Evacuation (HUREVAC) Plan.

1.6.4. Anti-Terrorism Exercises (ATE). ATEs evaluate the installation's ability to protect our people and assets from acts of terrorism. ATEs may be crafted in manner to fulfill AFI 10-2501 requirements to conduct home station Enemy Attack and WMD Response exercises simultaneously. ATEs are conducted IAW AFI 10-245, 31-1 Pope AFB Installation Security Plan, Pope AFB Anti-Terrorism Plan, and Pope AFB Installation Barrier Plan.

1.6.5. Weapons of Mass Destruction Response Exercise (WMDRE). WMDREs evaluate the base's response to and recovery from a terrorist attack using chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) weapons or any combination thereof. WMDREs are conducted IAW AFI 10-2501, 10-2 Pope AFB FSTR Plan, Pope AFB Installation Security Plan, and Pope AFB Installation Barrier Plan.

1.6.6. Prime Nuclear Airlift Forces (PNAF) Exercises. PNAF exercises evaluate the Wing's ability to effectively prepare, receive, beddown, secure, launch, and provide maintenance and operational support for PNAF mission aircraft, and provide priority lodging, dining, and transportation for aircrew and support personnel. PNAF exercises are conducted IAW AFI 11-299 and Pope AFB PNAF SPLAN.

1.6.7. Recall Exercises. Recall exercises evaluates the Wing's ability to rapidly spread alert messages and recall personnel. It also tests Unit Control Centers' ability to report unit strength through the Personnel Control Center up to the Crisis Action Team. Recall exercises may be conducted in conjunction with any of the other types of exercises or separately. They are conducted IAW Pope AFB's Transition Operations Plan (TOP).

1.7. Exercise Requirements. [Attachment 3](#) lists minimum exercise requirements IAW AFI 10-2501, Table 10.1 and other directives.

1.7.1. Multiple exercise requirements may be consolidated into a single exercise as long as the requirements and results of the evaluation are documented in the exercise report.

1.7.2. Exercise participation in HHQ IG-generated exercises (IGXs) during EORIs, UCIs, etc may be credited toward annual exercise requirements if the exercise encompasses a multi-functional cross-section of wing personnel and an exercise report is accomplished.

1.7.3. Response to a real-world major accident, natural disaster, or enemy attack may be used to fulfill one type of exercise requirement in meeting annual requirements. However, a formal after-action report is required IAW paragraph [5.8](#).

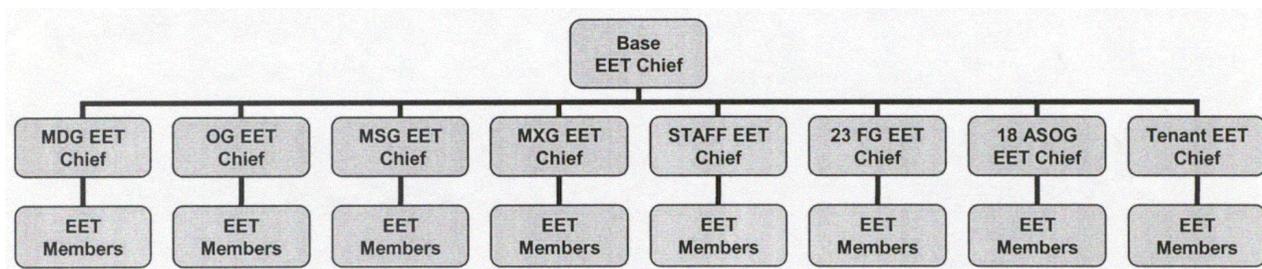
1.8. Command Relationship. The 43 AW/CC maintains operational control of all participating units during exercises. During contingencies/emergencies command and control structure will be IAW the

Transition Operations Plan and 10-2 Pope AFB FSTR Plan. During base exercises, Group/Staff EET Chiefs and EET members will fall directly under the Base EET Chief.

2. Exercise Evaluation Team.

2.1. Overview. The Exercise Evaluation Team (EET) is one of the four planning and management functions of Pope AFB's FSTR Program. The primary planning and management function of the EET is to plan exercises to evaluate Team Pope's ability to respond to and recover from accidents, disasters, and contingencies. EET members are the eyes and ears of the installation and unit commanders, and are critical to improving plans, processes, and procedures. This chapter describes the overall management of the EET including structure, requirements, responsibilities, training, and identification.

Figure 1. EET Structure.



2.2. EET Requirements. EET members are appointed by group/squadron commanders and staff agency chiefs in writing, and should be an Officer (Captain or above), NCO (7-Level/SSgt or above), or GS-9 and above. Commanders/staff agency chiefs will appoint a minimum of two EET members per squadron or staff agency. More members will be appointed as required by evaluation requirements or as determined by the Base EET Chief. EET member appointments will be for a minimum of one year, and appointment letters for replacement EET members must be received by the Base EET Chief 30 days prior to departure of outgoing EET members. EET members should be functional area experts with the same training level or better and skills as the personnel they are evaluating. EET members must possess excellent organizational and communication skills, both verbal and written. The EET Chief will maintain a current consolidated roster of all EET appointments. Once appointed as an EET member, the member will fall under the direct supervision of the Base EET Chief for exercise planning, execution, and evaluation purposes. If an EET member does not perform up to required standards, the EET Chief will recommend that the commander/staff agency chief remove the EET member and appoint a new member. Commanders/staff agency chiefs are responsible for ensuring the members they appoint are provided adequate time to perform their EET responsibilities.

2.3. Responsibilities.

2.3.1. The Wing Commander will:

- 2.3.1.1. Appoint in writing an EET Chief, preferably a Lieutenant Colonel or civilian equivalent.
- 2.3.1.2. Serve as the approval authority for all exercises and exercise schedules.
- 2.3.1.3. Serve as the approval authority for the use of all munitions during base exercises.

- 2.3.1.4. Provide necessary funding for exercises.
- 2.3.2. Group Commanders, including tenant groups, and Director of Staff will:
 - 2.3.2.1. Appoint a highly qualified Group or Staff EET Chief and provide an appointment letter to the Base EET Chief (see [Attachment 4](#)).
 - 2.3.2.2. Serve as trusted agents and provide inputs to exercise scenarios.
 - 2.3.2.3. Provide critiques to help improve future exercises.
 - 2.3.2.4. Ensure prompt accomplishment of corrective actions for deficiencies identified during past exercises.
- 2.3.3. Squadron Commanders and Staff Agency Chiefs will:
 - 2.3.3.1. Appoint highly-qualified EET members IAW requirements in paragraph [2.2.](#), and provide an appointment letter to the Base EET Chief and the respective Group/Staff EET Chief (see [Attachment 4](#)).
 - 2.3.3.2. Release EET members to EET Chief for exercise planning, conduct, and reporting. The amount of time required from each EET member will depend on the exercise and function. Large exercises may require almost full-time effort of the principle functions to plan. All EET involved should be full time during the exercise. At least one day is required to validate, hotwash, and document the findings.
 - 2.3.3.3. Serve as trusted agents and provide inputs to exercise scenarios.
 - 2.3.3.4. Recommend unit-specific requirements for incorporation into exercise scenarios through their appointed EET members.
 - 2.3.3.5. Track actions to correct exercise findings. Provide written completion or status reports to the Base EET Chief (see [Attachment 5](#)).
- 2.3.4. Base EET Chief will:
 - 2.3.4.1. Determine functional areas requiring EET representation and the number of EET members required.
 - 2.3.4.2. Maintain appointment letters for Group/Staff EET Chiefs and EET members and ensure they are properly trained.
 - 2.3.4.3. Develop procedural guides or general evaluation checklists based on plans and directives for each type of exercise.
 - 2.3.4.4. Develop a three-year Master Exercise Schedule and a one-year Wing Exercise Schedule with specific dates of exercises.
 - 2.3.4.5. Develop exercise concept papers for 43 AW/CC approval early in exercise planning phase. Include items such as exercise objectives, exercise scope, general scenarios, locations, resource requirements, munitions requirements, planning considerations, coordination requirements, and an initial cost estimate.
 - 2.3.4.6. Coordinate with Group/Staff EET Chiefs, EET Members, trusted agents, and others as necessary to: identify areas for evaluation; develop exercise objectives; and conduct concept design and scenario development.

- 2.3.4.7. For deficient areas from previous exercises, include special objectives for evaluation into the next scheduled exercise of the same type.
- 2.3.4.8. Conduct trusted agents briefings with base leadership on the objectives, areas to be evaluated, general scenarios, ground rules/simulations, plans exercised, and safety concerns prior to each exercise.
- 2.3.4.9. For each exercise, develop an exercise plan to include: exercise objectives, ground rules/simulations, assigned evaluation responsibilities, EET communication plan, safety concerns, and safety and emergency call-off procedures. Coordinate the plan with all appropriate functional experts. Finalize the plan and brief to the EET at least 24 hours prior to STARTEX.
- 2.3.4.10. Ensure EET members are readily identifiable as EET, e.g. with badges, hats, or vests, as needed and with communication equipment as necessary.
- 2.3.4.11. Ensure exercise observers and non-participants are readily identifiable and are briefed on their proper roles prior to STARTEX.
- 2.3.4.12. Receive, evaluate and approve all exercise simulation/waiver requests.
- 2.3.4.13. As appropriate, establish an Exercise Control Center (ECC) to facilitate exercise conduct. The ECC may act as non-participating agencies (for example, HQ AMC, TACC, Governor of North Carolina, civil authorities, etc.) to provide exercise injects, or assist individual EET members.
- 2.3.4.14. Develop an exercise comm book for exercise participants to use for non-participating agencies. The comm book may include phone numbers or radio call signs.
- 2.3.4.15. Conduct exercise "Hot Washes" with EET to discuss exercise observations and generate cross-functional discussions to assist EET in developing after-action reports.
- 2.3.4.16. Conduct trend analysis on exercise findings. Identify repeat findings within a unit or findings that are common to multiple units.
- 2.3.4.17. Debrief base leadership on overall results of exercises including strengths, major findings, trends, and recommended improvements.
- 2.3.4.18. Prepare written reports within 14 days following exercise termination IAW with para. **5.8**.
- 2.3.4.19. Maintain copies of all exercise reports for at least 3 years from last similar exercise.
- 2.3.4.20. Review and track corrective actions. Incorporate specific objectives in future exercises to verify actions taken corrected the finding.
- 2.3.4.21. Notify commanders when designated EET are unable to accomplish adequate exercise support. Provide recommendations for corrective measures, e.g. more time to work exercise, more senior EET, more training.
- 2.3.4.22. Brief Exercise Steering Committee (ESC), Readiness Working Group, and Readiness Board if required on status of Base Exercise Program to include topics such as the following: three-year Master Exercise Schedule; annual Base Exercise Schedule; exercise requirements, upcoming exercise concepts, program funding, EET training status, recent exercise results, corrective action status, and trends identified in exercises.

2.3.5. Group/Staff EET Chiefs will:

- 2.3.5.1. Ensure EET members are appointed in writing and trained.
- 2.3.5.2. Ensure EET members are present for required exercise planning meetings.
- 2.3.5.3. Ensure EET members develop functional area evaluation checklists for each type of exercise.
- 2.3.5.4. Ensure EET members conduct required coordination and planning.
- 2.3.5.5. Ensure EET members submit exercise inputs, objectives, and after-action reports on time.

2.3.6. EET members will:

- 2.3.6.1. Serve as trusted agents and keep all close-hold information in strict confidence and divulge only that which is approved by the Base EET Chief.
- 2.3.6.2. Attend training as scheduled by the Base EET Chief.
- 2.3.6.3. Attend exercise planning meetings, unless excused by EET chief. When the primary and alternate are not available to attend planning meetings, EET substitutes must be approved by the EET Chief and properly trained prior to attending meetings. Short-term substitutes will not be accepted.
- 2.3.6.4. Develop and maintain functional area evaluation checklists for each type of exercise.
- 2.3.6.5. Solicit commander/staff agency chief's input for exercise objectives and scenario inputs, and provide objectives and inputs, that will fully exercise unit's functional mission, to the Base EET Chief.
- 2.3.6.6. Coordinate scenario inputs with other EET members as required.
- 2.3.6.7. Coordinate with off-base/civilian counterparts as directed by the Base EET Chief.
- 2.3.6.8. Provide role players and training to role players as directed by the Base EET Chief.
- 2.3.6.9. Conduct evaluations according to established standards found in plans, instructions, technical orders, evaluation checklists, and other directives.
- 2.3.6.10. Immediately stop any exercise for safety concerns IAW paragraph [4.2](#).
- 2.3.6.11. Serve as exercise controllers to ensure exercises flows appropriately and to ensure that exercise participants stay on track.
- 2.3.6.12. Wear EET badges, hats, and safety reflective belt (as required) during all exercises.
- 2.3.6.13. Validate all exercise findings with other EET members, exercise participants, and unit commanders/staff agency chiefs prior to submission for exercise report. Findings/observations in other functional areas are to be provided to the appropriate functional EET for validation and reporting.
- 2.3.6.14. Submit after-action reports to the Base EET Chief for areas evaluated NLT three business days after ENDEX.
- 2.3.6.15. Maintain EET continuity books. Continuity books should include as a minimum:
 - 2.3.6.15.1. Letter of Appointment.

- 2.3.6.15.2. EET Roster.
- 2.3.6.15.3. EET Guide.
- 2.3.6.15.4. Applicable AF, AMC, and Pope AFB Instructions and Directives.
- 2.3.6.15.5. Pope AFB and unit-level plans normally exercised.
- 2.3.6.15.6. EET Evaluation Checklists.
- 2.3.6.15.7. Previous Exercise Plans and Reports.
- 2.3.6.15.8. Specific Functional References or Documents.

2.4. Training. The EET Chief identifies EET training requirements and ensures EET members are trained. EET Training will be a joint effort between 43 AW/XPI and 43 CES/CEX. 43 AW/XPI will conduct Exercise Evaluation Program and Contingency Command and Control training, and 43 CES/CEX will conduct Full Spectrum Threat Response (FSTR) training.

2.4.1. EET Chief. The EET Chief should attend the On-Scene Commander's (OSC) Course and the SAF/IG Inspection Course.

2.4.2. EET Chiefs and Members. All appointed EET members will complete Exercise Evaluation Program, Contingency Command and Control, and general Full Spectrum Threat Response (FSTR) training within 30 days of appointment and prior to the member actually evaluating an exercise. EET members evaluating an exercise will complete exercise-specific FSTR training prior to exercise planning. EET members will complete specialized training, such as HAZMAT training, Anti-Terrorism Training, etc, as required to effectively evaluate their functional areas.

2.5. EET Identification. During exercise execution, all EET members must be readily identifiable, e.g. by wearing distinguishing hats and/or badges.

3. Exercise Planning.

3.1. Exercise Schedule. Exercises will be planned and conducted on a calendar year schedule. Base EET Chief will work with the Group/Staff EET Chiefs and EET members to ensure that all exercise requirements are accomplished. The Master Exercise Schedule will consist of a three-year schedule and will be coordinated through the Exercise Steering Committee (ESC) and approved by 43 AW/CC. The Master Exercise Schedule allows for long-range planning of exercise requirements, to include budgeting considerations, and will only specify the month and year exercises will occur. The Base Exercise Schedule will consist of a one-year schedule and will include specific dates of exercises. This schedule will also be coordinated through the ESC and approved by the 43 AW/CC NLT 31 December of each year. Exercise dates will be selected to prevent conflict with other significant events on the Wing Events calendar, flying schedules, and HHQ inspections to the maximum extent possible. Changes to the dates of exercises will be approved by the Wing Commander during the exercise concept approval process.

3.2. Concept Design. Planning encompasses all aspects of designing and developing exercises. Initial design of the exercise concept will be conducted by the Base EET Chief, Group EET Chiefs, and selected EET members, whose units have significant play during the exercise. Concept design includes identifying the exercise objectives, exercise scope, general scenarios, locations, resource requirements, munitions requirements, planning considerations, coordination requirements, and an

initial cost estimate. As a result of these initial planning meetings, the EET Chief will develop the Exercise Concept Paper (**Attachment 3**) and receive approval from 43 AW/CC.

3.3. Scenario Development. Once the concept design is complete and the Exercise Concept Paper is approved, all EET members will begin scenario development. Scenario development includes: identifying functional-specific objectives; development of the Master Scenario Events List (MSEL); and development of input messages/cards.

3.3.1. Functional-Specific Objectives. EET members will develop functional-specific objectives consistent with the overall exercise objectives. EET members should coordinate with their commanders and staff agency chiefs in developing these objectives. Functional-specific objectives should be stated clearly and precisely describing actions that can be observed and measured. Using the **SMART** system will ensure that objectives are:

Smart
Measurable
Achievable
Realistic
Task-oriented

3.3.2. Master Scenario Events List (MSEL). The MSEL is a compilation of scripted events/exercise inputs that will be injected during the exercise by EET members for exercise participant action. MSEL injects will consist of a simulated event with props and role players, inject cards, or a combination of the two. The MSEL is developed by the Base EET Chief by organizing scenario inputs provided by EET members. Scenario inputs provided by EET members should be based on their identified functional-specific objectives.

3.3.3. Input Messages/Cards. EET members will develop exercise input messages/cards IAW with the MSEL. As appropriate, OSI or Intel EET members will be responsible for developing intelligence messages provided to exercise participants prior to and after STARTEX. Also, EET members identified as the OPR for an exercise input will be responsible for developing Exercise Input Cards that will be provided to exercise participants throughout the exercise.

3.4. EET Planning Meetings. Exercise planning will require multiple EET meetings, and in order for these meetings to be productive, required EET members must attend. Commanders must allow adequate time for EET members to perform their exercise tasks, to include attending required meetings.

3.5. Simulations/Waivers. Exercises should employ the “train the way you fight” concept, emphasizing participation and minimum simulation to demonstrate actual capabilities. EET Chief will ensure exercises stress maximum realism while considering safety, mission accomplishment, security, and legal and financial constraints. Participating units will submit simulation/waiver requests, using AMC Form 188, **Inspection/Exercise Communication**, through their respective EET members to the Base EET Chief. The Base EET Chief will be the approval authority for all simulations/waivers. The Base EET Chief will approve simulations/waivers only when it is impossible or impractical to perform actual procedures or to use specified equipment. When an action is approved for simulation, units must still conduct all preparatory steps, such as drafting messages, reviewing checklists/instructions,

and reporting simulated completion to the appropriate authority. All simulations must answer the following questions:

3.5.1. WHAT? (Describe the simulated task or equipment.)

3.5.2. HOW? (Describe how the unit will simulate the task.)

3.5.3. WHY? (Provide a brief explanation of why the simulation is required and the impact if the Base EET Chief disapproves the simulation.)

3.6. Ground Rules. During the planning phase, the Base EET Chief will identify all exercise ground rules and provide the ground rules to all participants two business days prior to STARTEX. The ground rules will identify all “no-play” areas and any approved simulations/waivers.

3.7. Use of Munitions. All munitions to include smoke-generating devices or ground-burst simulators will be approved in writing by 43 AW/CC prior to use in any exercise. Any requirements not previously approved will be identified in the Exercise Concept Paper for approval by 43 AW/CC. The following safety requirements will be followed for the use of munitions during exercises:

3.7.1. The Safety EET member will prepare a risk assessment for all munitions authorized for use in the exercise. The assessment will address the specific location each device will be used and potential for damage to personnel, equipment, and property. Mitigation strategies will be provided.

3.7.2. Explosives will not be taken into or used in public assembly places.

3.7.3. Only blank rounds will be loaded, and blank adapters will be installed and completely tightened onto the muzzle.

3.7.4. Fire extinguishers will be readily available at all times during use. Consider winds and fire hazards such as dry grass or leaves prior to employment.

3.7.5. Fire Chief and Safety will be notified at least 30 minutes prior to STARTEX of any exercise that involves the use of munitions.

3.7.6. Upon termination of each exercise, all brass will be picked up and turned in to the munitions inspection section.

3.7.7. Minimum standoff distances will be identified.

3.7.8. Misfire procedures will be implemented.

3.7.9. Only trained personnel will prepare and activate explosive devices. (See AFCAT 21-209, *Ground Munitions* and AFMAN 91-201, *Explosives Safety*.)

3.8. Trusted Agents. During exercise planning, it may become necessary to entrust individuals other than EET members with the details of the exercise in order to properly coordinate the exercise and to develop the exercise scenarios. These individuals are considered “TRUSTED AGENTS.”

3.9. Role Players. Role players contribute realism to an exercise, serving as aggressors, casualties, bystanders, and other roles as needed. They should trigger MSEL events. EET members will be responsible for training role players prior to exercise execution. Training must include scenario overview, roles portrayed, and safety guidelines as a minimum. Role players must be readily identifiable as an exercise role player via badge and will carry proper identification at all times. Role players will not:

- 3.9.1. Attempt to flee, struggle against, or otherwise actively evade the response force jeopardizing safety. However, they may attempt to passively evade or hide from exercise participants as long as they comply with orders upon detection. NOTE: Security Forces role players may attempt to flee or resist when exercising the Use of Force model and sufficient controllers are on scene to control the exercise.
 - 3.9.2. Draw firearms/weapons, to include toys, to simulate an aggressive act. NOTE: Firearms/weapons, to include toys, are authorized for searching exercises only. However, these weapons will not be capable of firing any type of projectile.
 - 3.9.3. Take any threatening action toward responding forces.
 - 3.9.4. When base exercises include a response by the Ft Bragg Special Response Team (SRT), the use of SIMM munitions (equivalent to paintball guns) is authorized.
- 3.10. Scenario Support. EET members will be assigned responsibilities to provide logistical and other support for exercise scenarios to include ground burst simulators, smoke generators, props, role players, training of role players, and moulage of casualties.
- 3.11. Coordination. Coordination is the key to a successful and safe exercise. During exercise planning, the following coordination is required:
- 3.11.1. Through the MDG EET Chief, coordinate exercise times and scenarios with the Medical Group Commander (43 MDG/CC) to minimize disruption in medical services and to maximize MDG participation.
 - 3.11.2. Coordinate exercise scenarios and use of munitions with 43 AW/SE to get overall safety assessment.
 - 3.11.3. Through appropriate EET members, coordinate all off-base exercises and on-base exercises, as required, with local civilian authorities.
 - 3.11.4. EET Chief will directly coordinate exercises with the Fire Chief, Safety, and Base Operations. The Fire Chief and Base Ops will be given a minimum of 30 minutes prior notice to start of all exercises.
 - 3.11.5. Through CE and Contracting EET members, coordinate with contractors to avoid potential submission of claims due to delays caused by exercises.
 - 3.11.6. Through designated EET members coordinate all logistical/support requirements for props, role players, and equipment.
- 3.12. Approval. 43 AW/CC will approve all exercises by signing the Exercise Concept Paper.

4. Exercise Execution.

- 4.1. STARTEX. The Base EET Chief directs the start of an exercise under the authority of 43 AW/CC. STARTEX will generally begin with the first MSEL input on the first day of an exercise. Some inputs, such as intelligence inputs, may occur prior to STARTEX to build the scenario for the exercise. For a MOBEX (Phase I, Initial Response), STARTEX begins with the delivery of the Warning Order to the 43 AW/CC. The Execute Order Date-Time Group (DTG) is the Reference Start Time (RST) for evaluating time compliance.

4.2. PAUSEX - Safety and Emergency Call-Off Procedures. Exercise safety is paramount! Wing Safety (43 AW/SE) EET member will be involved in the exercise planning and execution phases and is responsible for examining each exercise location prior to STARTEX. All safety concerns will be briefed to Wing Leadership as part of the exercise pre-brief. Each EET member will be responsible for examining exercises for safety within his or her discipline. Accordingly, each EET member has the authority and responsibility to halt or delay the exercise when safety is jeopardized. If a safety situation occurs, EET members will use the phrase "Knock it off, knock it off" to terminate exercise play. If a real world emergency occurs, EET members and exercise participants will use the phrase "Real world emergency, real world emergency" at the beginning of any radio or telephone transmission, and the EET Chief, On-Scene Commander, or Wing Commander may delay or terminate the exercise as necessary, for a real world emergency.

4.3. Communication Outage. Throughout the exercise, various communications systems outage may be simulated. Damage status and instructions will be annotated on damage or destruction label or exercise input cards. Comm-out procedures must be carried out until proper actions have been taken to restore communications. During comm-out, affected telephones must be answered with the following: "THIS LINE IS OUT OF SERVICE FOR EXERCISE PURPOSES." Emergency calls must be handled accordingly.

4.4. ENDEX. Upon completion of unit/functional area evaluation objectives, EET members will notify the Base EET Chief through the Exercise Control Center. The Base EET Chief will declare ENDEX once all exercise objectives have been met. Upon declaration of ENDEX, the Command Post EET member will notify all participants via radio nets, phone, and/or Giant Voice. The CAT, if activated, will send out an ENDEX CATGRAM. EET members will notify exercise participants they are evaluating. At this point EET members will begin their validation process by talking with exercise participants and providing feedback. However, EET members will not disclose grades to participants.

5. Exercise Evaluation, Reporting and Analysis.

5.1. EET "Hotwash." Within one business day of ENDEX, the Base EET Chief will conduct an exercise "hotwash" with all EET members who evaluated the exercise. The "hotwash" provides a forum for EET members to discuss what they observed during the exercise and to generate cross-functional discussion. This discussion is one means for EET members to validate exercise findings. Also, EET members are able to pass their observations of another functional area to the responsible EET member for possible inclusion into their after-action report.

5.2. EET After-Action Reports. EET members are required to submit after-action reports to the Base EET Chief NLT three business days after ENDEX. After-Action reports will include the area evaluated, notification times, strengths, areas for improvement, findings, suggested corrective actions, and the functional area grade. All findings must include the reference for the mission or procedural requirements the unit or functional area did not meet. The reference may be an AF, AMC, or Pope instruction, plan, or other directive.

5.3. Validation Process. Sometimes what an EET member observes as a finding may not be a finding. There may be some logical rationale why the exercise participants did or did not do something the EET member observed. The Base Exercise Program loses credibility when findings are inappropriately included in exercise reports. For this reason it is imperative that EET members validate findings by identifying the root cause. This is done by EET members discussing potential findings with other

EET members, exercise participants, and unit commanders/staff agency chiefs prior to submitting their after-action reports to the Base EET Chief.

5.4. Grading Criteria. EET members will evaluate and grade the performance of the units/functional areas they are responsible for. Based on EET member evaluations and other observations, the Base EET Chief will assess an overall grade for the exercise. The following five-tier rating system will be used:

5.4.1. OUTSTANDING. Performance or operation **far exceeds mission requirements**. Procedures and activities are carried out in a superior manner. Resources and programs are very efficiently managed and are of exceptional merit. No findings were observed.

5.4.2. EXCELLENT. Performance or operation **exceeds mission requirements**. Procedures and activities are carried out in an excellent manner. Resources and programs are very efficiently managed and are of exceptional merit. Few, if any, findings observed, but had no impact on mission accomplishment.

5.4.3. SATISFACTORY. Performance of operation **meets mission requirements**. Procedures and activities are carried out in a competent manner. Resources and programs are efficiently managed. Some findings observed, but did not impede or limit mission accomplishment.

5.4.4. MARGINAL. Performance or operation **does not meet some mission requirements**. Procedures and activities are not carried out in an efficient manner. Resources and programs are not efficiently managed. Findings observed that impede or limit mission requirements.

5.4.5. UNSATISFACTORY. Performance or operation **does not meet mission requirements**. Procedures and activities are not carried out in an adequate manner. Resources and programs are not adequately managed. Significant findings observed that preclude or seriously limit mission accomplishment.

5.5. Post-Exercise Briefing. Within 10 business days after ENDEX, the Base EET Chief will debrief base leadership on overall results of the exercise. This debrief will include the overall exercise grade, functional area grades, strengths, major findings, and recommended improvements to plans.

5.6. Corrective Action Process. Exercise results should be used to improve local procedures, processes, and plans. The identified OPR for a finding is required to complete all corrective actions and provide a written reply to 43 AW/XPI and informational copy to 43 CES/CEX NLT 10 working days from the date of the report. Replies should identify the finding(s) being addressed, summarize all corrective actions taken as a result of the finding(s), and address the core cause(s) of the finding. If a finding requires long-term corrective actions (items not corrected within 10 working days), the reply should describe what is being done and include the estimated completion date. Long-term corrective actions require monthly status updates and a final reply upon completion of the corrective action(s). If a finding is beyond a unit's capability to resolve, elevate it and describe the action taken to get assistance. All replies and monthly status updates must be signed and approved by squadron commanders or staff agency chiefs before the Base EET Chief will consider the finding closed. The Base EET Chief will:

5.6.1. Review corrective actions to ensure they address the root cause of the finding.

5.6.2. Track corrective actions until the finding is determined closed.

5.6.3. Identify findings that have not been corrected or for which written replies are delinquent, to the Group or Wing Commander (as appropriate) for resolution.

5.6.4. Maintain a log or database identifying all exercise findings, corrective actions taken, and status.

5.6.5. Validate that corrective actions fixed the root problem by incorporating special evaluation objectives that focus on the problem area in subsequent exercises.

5.7. Exercise Reports.

5.7.1. Format and Content. Exercise reports will be consistent with the following format and content to the maximum extent possible:

5.7.1.1. *Main Body*. Includes background information, exercise scenario, exercise goal, executive summary, participating units, and corrective action procedures.

5.7.1.2. *Attachment 1, EET Observations*. Includes functional area strengths, areas for improvement, findings, and corrective actions.

5.7.1.3. *Attachment 2, Recommended Improvements to Plans Exercised*.

5.7.1.4. *Attachment 3, Outstanding Performers*. EET may nominate individual personnel or teams they evaluated as Outstanding Performers. EET members must have observed the individual or team during the exercise and be prepared to provide supporting rationale to the Base EET Chief.

5.7.1.5. *Attachment 4, Distribution*.

5.7.2. Distribution and Posting. Approved/signed exercise reports will be electronically distributed to the Wing Commander, Vice Commander, Director of Staff, all Group Commanders (including participating tenants), and Squadron Commanders/Staff Agency Chiefs for all participating units, OPR for plans exercised, and all EET members. Reports will be posted on the Popenet for future review and download.

5.7.3. Marking. All exercise reports will be marked "FOR OFFICIAL USE ONLY."

5.8. Trend Analysis. The Base EET Chief will review findings of all exercises within the past two years to identify any trends. Future exercises will include objectives to continue to monitor areas that show a trend. Findings that show a trend will be briefed at the Exercise Steering Committee and the Readiness Working Group for discussion and resolution.

FRANK J. KISNER, Colonel, USAF
Commander

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

AFPD 10-2, *Readiness*

AFPD 10-25, *Full-Spectrum Threat Response*

AFMAN 10-100, *Airman's Manual*

AFI 10-229, *Responding to Severe Weather Events*

AFI 10-245, *Air Force Anti-terrorism Standards*

AFI 10-403, *Deployment Planning and Execution*

AFI 10-802, *Military Support to Civil Authorities*

AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*

AFH 10-2502, *USAF WMD Threat Planning and Response*

AFMAN 10-2602, *NBCC Defense Operations and Standards*

AFI 11-299, *Nuclear Airlift Operations*

AFCAT 21-209, *Ground Munitions*

AFI 31-101, *The Air Force Installation Security Program*

AFI 31-207, *Arming and Use of Force by Air Force Personnel*

AFI 31-301, *Air Base Defense*

AFI 31-401, *The Information Security Program*

AFMAN 32-4004, *Emergency Response Operations*

AFMAN 32-4005, *Personnel Protection and Attack Actions*

AFI 32-4007, *Camouflage, Concealment, and Deception*

AFH 32-4014 Volume 4, *USAF Ability To Survive and Operate in a NBC Environment*

AFH 32-4016 Volume 2, *Civil Engineer Readiness Flight Response and Recovery Handbook*

AFI 36-507, *Mobilization of the Civilian Workforce*

AFI 90-201, *Inspector General Activities*

AMCI 90-201, *The Inspection System*

AMCPAM 90-202, *Inspection Guide*

AFMAN 91-201, *Explosives Safety*

Pope AFB Plans:

10-2, Full Spectrum Threat Response (FSTR) Plan

Medical Contingency Response Plan (MCRP)

31-1, Installation Security Plan (ISP)
Installation Barrier Plan (IBP)
Installation Deployment Plan (IDP)
Hurricane Evacuation (HUREVAC) Plan
Transition Operations Plan (TOP)
Prime Nuclear Airlift (PNAF) Support Plan
Antiterrorism (AT) Plan
Facility Response Plan (FRP)

Abbreviations and Acronyms

AFB—Air Force Base
AFPD—Air Force Policy Directive
AMT—Air Mobility Tasking
ATE—Anti-Terrorism Exercise
ATO—Air Tasking Order
ATSO—Ability to Survive and Operate
BSP—Base Support Plan
C2—Command and Control
CAT—Crisis Action Team
CBRNE—Chemical, Biological, Radiological, Nuclear, and high-yield Explosive
CCA—Contamination Control Area
CCS—Contamination Control Station
CCP—Casualty Collection Point
CCT—Contamination Control Team
CFR—Code of Federal Regulations
CISM—Critical Incident Stress Management
CNT—Casualty Notification Team
COMSEC—Communications Security
CONOPS—Concept of Operations
CONPLAN—Concept Plan
CRP—Contingency Response Plan
DCC—Disaster Control Center
DCG—Disaster Control Group

DOC—Designed Operational Capability

DoD—Department of Defense

DRF—Disaster Response Force

DTG—Date/Time Group

EAE—Enemy Attack Exercise

EAL—Entry Authorization List

ECC—Exercise Control Center

ECD—Estimated Completion Date

EET—Exercise Evaluation Team

ENDEX—End of Exercise

ESC—Exercise Steering Committee

EXORD—Execution Order

FOUO—For Official Use Only

FPCON—Force Protection Condition

FRP—Facility Response Plan

GBS—Ground Burst Simulator

GCC—Group Control Center

HAZMAT—Hazardous Material

HHQ—Higher Headquarters

IAW—In Accordance With

IBP—Installation Barrier Plan

ICS—Incident Command System

IDP—Installation Deployment Plan

ISP—Installation Security Plan

INFOCON—Information Condition

IPE—Individual Protective Equipment

IR—Initial Response

MARE—Major Accident Response Exercise

MCC—Medical Control Center

MCRP—Medical Contingency Response Plan

MOPP—Mission-Oriented Protective Posture

MSEL—Master Scenario Events List

NDRE—Natural Disaster Response Exercise
OPLAN—Operations Plan
OPR—Office of Primary Responsibility
OSC—On-Scene Commander
OPSEC—Operations Security
ORE—Operational Readiness Exercise
PERSCO—Personnel Support for Contingency
PNAF—Prime Nuclear Airlift Forces
POC—Point of Contact
RB—Readiness Board
ROE—Rules of Engagement
RST—Readiness Support Team
RWG—Readiness Working Group
SABC—Self-Aid Buddy Care
SFCC—Security Forces Control Center
SMT—Shelter Management Team
SRC—Survival Recovery Center
SRT—Special Response Team
STARTEX—Start of Exercise
TBM—Theater Ballistic Missile
TFA—Toxic Free Area
TOP—Transition Operations Plan
TPFDD—Time-Phased Force and Deployment Data
TWG—Threat Working Group
UCC—Unit Control Center
UTC—Unit Type Code
UXO—Unexploded Ordnance
WARNORD—Warning Order
WMD—Weapons of Mass Destruction
WMDRE—Weapons of Mass Destruction Response Exercise
WOC—Wing Operations Center
WRM—War Reserve Material

Terms

Ability To Survive and Operate—A major graded area during Operational Readiness Exercises that describes a unit's ability to protect, sustain, or restore an installation's mission capability. Criteria for ATSO includes: command and control, contingency operations before, during, and after a contingency, plans for hardening, detection and warning procedures, reconnaissance team readiness, contamination avoidance procedures, and damage repair, fire protection, and individual protective actions.

Anti-Terrorism Exercise—Exercise including terrorist threat and activity that involves the implementation of FPCON measures IAW AFI 10-245, Pope AFB's Installation Security Plan, and Pope AFB's Installation Barrier Plan.

Area of Improvement—Inefficiency that does not necessarily violate established standards and/or policy, but impacts a unit's ability to perform its mission.

Corrective Action—Actions taken to correct the root cause(s) of a discrepancy.

Enemy Attack Exercise—Exercises involving an attack using CBRNE weapons against Pope AFB people and assets at home station and deployed location. It is important to note that the tactics, techniques and procedures for EAEs conducted at home station versus deployed location are considerably different.

Exercise Steering Committee—Committee that periodically reviews the base exercise program to include items such as annual schedule, requirements, procedures, concepts, funding, and results. The ESC is chaired by the Vice Wing Commander and is comprised of the Director of Wing Staff, Chief, Wing Plans and Inspections, Wing Inspections personnel, Wing Safety representative, and the Exercise Evaluation Team (EET) Chief for each Group. Unit Commanders, unit EET members, and other Subject Matter Experts may be called to support the ESC depending on the exercise under consideration. Wing Inspections personnel are responsible for administrative support to the ESC to include preparing briefings, concept papers, and maintaining meeting minutes.

Finding—Deficiency that does not meet established standards and/or policy and limits or impedes a unit's ability to perform its mission.

Major Accident Response Exercise—Exercise where the scenario includes an accident involving DoD material or DoD activities that is serious enough to warrant response by the installation DRF.

Natural Disaster Response Exercise—Exercise involving emergency situation posing significant danger to life and property that results from a natural cause. Natural disasters that pose the most threat to Pope AFB are hurricanes, tornadoes, and floods.

Observation—Any activity observed by an evaluator during an exercise that qualifies as either a strength, area of improvement, or finding.

Simulation—Action that is approved Base EET Chief to not be carried out by exercise participants during an exercise.

Strength—An action, process, or procedure that exceeds established standards and/or policy and enhances a unit's ability to perform its mission.

Trusted Agent—A person or office that has privileged information about upcoming exercises and is entrusted that they will not pass the information to exercise participants.

WMD Response Exercise—Exercise involving terrorist use of weapons that are capable of a high order of destruction and/or of being used in such a manner as to destroy large numbers of people.

Attachment 2

EXERCISE REQUIREMENTS

REQUIREMENTS	FREQUENCY	REFERENCE
Major Accident Response Exercises (MAREs)		
MARE	Quarterly	AFI 10-2501
- Mass Casualties	Annually	AFI 10-2501
- Munitions (Conventional Weapons)	Annually	AFI 10-2501
- Hazardous Materials	Annually	AFI 10-2501
- Off Base	Annually	AFI 10-2501
- Before/After Duty Hours	Annually	AFI 10-2501
- Nuclear Weapons	Annually	AFI 10-2501
- Air Show Response	30 days prior to Air Show	AFI 10-2501
- Qualified Individual (QI) Notification	Quarterly	40 CFR 112
- Coordinate with Local Emergency Planning Committee (LEPC)	Annually	FRP
- Spill Response--Worse Case Scenario	Triennial	FRP
- Spill Response	Annually	FRP
- HAZMAT Equipment Deployment	Semi-Annually	FRP
- HAZMAT Emergency Procedures	Quarterly	FRP
Weapons of Mass Destruction Response Exercises (WMDREs)		
Chemical, Radiological, Nuclear or High-Yield Explosive Incident	Biannually	AFI 10-2501
Biological Attack Incident	Biannually	AFI 10-2501
Mobility Exercises (MOBEXs)		
Mobility Exercise (MOBEX) - Phase I (IR)	Annually	AFI 10-204
Enemy Attack Exercises (EAEs)		
Enemy Attack Exercise (EAE) - Deployed Location Phase II (ATSO)	1/15 Months	AFI 10-2501
Anti-Terrorism Exercises (ATEs)		
Anti-Terrorism Exercise (ATE) - Home Station	Annually	AFI 10-245 & AFI 31-101

REQUIREMENTS	FREQUENCY	REFERENCE
Natural Disaster Exercises (NDREs)		
Natural Disaster Response Exercise (NDRE)	Annually	AFI 10-2501 & AFI 10-229
PNAF Exercises		
PNAF Reception Exercise	Semi-Annually	AFI 11-299
Recall Exercises		
Wing Recall Exercise	Annually	TOP

Attachment 3

EXERCISE CONCEPT PAPER

EXERCISE CONCEPT APPROVAL

EXERCISE TYPE:	DATES:
BACKGROUND INFORMATION:	
GENERAL SCENARIO(S):	
OBJECTIVES:	
RESOURCE REQUIREMENTS:	
PLANNING CONSIDERATIONS:	
MUNITIONS REQUIREMENTS:	

COORDINATION REQUIREMENTS:	
COST ESTIMATE: (Attach additional information, if required)	
EXERCISE EVALUATION TEAM CHIEF:	DATE:
43 AW/CC APPROVAL:	DATE:

Attachment 4

EET APPOINTMENT LETTER

MEMORANDUM FOR 43 AW/XPI

*Date*FROM: *Unit/Staff Agency*

SUBJECT: Appointment of Exercise Evaluation Team (EET) Members

1. The following personnel are appointed EET members for the **(Group or Sq.)**. These individuals serve as points of contact/experts for functional matters during the exercise evaluation process, and will remain in this appointment for a minimum of one year.

Distribution Flt:

Member	Prim/Alt	Phone	Sec Clearance	Skill Level	AFSC
MSgt Janet Reno	Primary	4-XXXX	Secret	XXXX	XXXX
TSgt Tony Dorset	Alternate	4-XXXX	Secret	XXXX	XXXX

Vehicle Mgt Flt:

Member	Prim/Alt	Phone	Sec Clearance	Skill Level	AFSC
MSgt Janet Reno	Primary	4-XXXX	Secret	XXXX	XXXX
TSgt Tony Dorset	Alternate	4-XXXX	Secret	XXXX	XXXX

Fuels Mgt Flt:

Member	Prim/Alt	Phone	Sec Clearance	Skill Level	AFSC
MSgt Janet Reno	Primary	4-XXXX	Secret	XXXX	XXXX
TSgt Tony Dorset	Alternate	4-XXXX	Secret	XXXX	XXXX

Readiness Flt:

Member	Prim/Alt	Phone	Sec Clearance	Skill Level	AFSC
MSgt Janet Reno	Primary	4-XXXX	Secret	XXXX	XXXX
TSgt Tony Dorset	Alternate	4-XXXX	Secret	XXXX	XXXX

2. This letter supersedes previous letters, same subject. Any questions should be directed to MSgt John Doe at ext. XXXX or TSgt Jack Hill ext. XXXX.

Unit CC/Staff Agency Chief's Signature

Attachment 5

REPLY TO FINDINGS

Date

MEMORANDUM FOR 43 AW/XPI

43 CES/CEX

FROM: *Unit/Staff Agency*

SUBJECT: Status of Corrective Action(s) for *NDRE 03-01* Exercise

1. Finding 1:

Finding: *State finding listed in exercise report.*

Corrective Action: *Corrective actions should address the core cause(s) of the finding.*

Status: *If corrective action is not complete, describe actions being taken. (Open/Closed and if open, provide Estimated Completion Date: Date)*

2. Finding 2:

Finding: *State finding listed in exercise report.*

Corrective Action: *Corrective actions should address the core cause(s) of the finding.*

Status: *If corrective action is not complete, describe actions being taken. (Open/Closed and if open, provide Estimated Completion Date: Date)*

Unit CC/Staff Agency Chief's Signature