

**BY ORDER OF THE COMMANDER  
UNITED STATES AIR FORCES IN EUROPE**



**AIR FORCE INSTRUCTION 10-204  
UNITED STATES AIR FORCES IN EUROPE  
Supplement 1  
6 FEBRUARY 2004**

**Operations**

**READINESS EXERCISES AND  
AFTER-ACTION REPORTING PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Mr. Jerry L. Montgomery)  
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**AFI 10-204, 12 July 2002, is supplemented as follows:** This supplement applies to United States Air Forces in Europe (USAFE) units. It also applies to all active United States Air Force, Air Force Reserve Command (AFRC), and Air National Guard (ANG) units participating in the Military Exercise Program within the United States European Command (USEUCOM) area of responsibility (AOR). Maintain and dispose of records created as a result of prescribed processes in accordance with Air Force Records Disposition Schedule in Web-RIMS.

### ***SUMMARY OF REVISIONS***

**This document is substantially revised and must be completely reviewed.**

Changes include renumbering and reordering paragraphs to match the revised Air Force Instruction; deletion of duplicative information by reference to original source documents; deletion of references to USAFE/DOXC and incorporation of applicable changes to exercise guidance.

1.4.1. Once USAFE forces are committed to an exercise, commanders are required to use the prioritization list below to resolve scheduling conflicts:

1.4.1.7. (Added) Contingencies or real world taskings.

1.4.1.8. (Added) Combat training exercise and deployments (Red Flag, Cope, Air Warrior, Combat Archer/Hammer, and WIC support).

1.4.1.9. (Added) USEUCOM-sponsored exercises in the following priority:

1.4.1.9.1. (Added) Joint Task Force (JTF) and Joint Force Air Component Commander (JFACC) exercises.

1.4.1.9.2. (Added) North Atlantic Treaty Organization (NATO) Partnership for Peace (PfP) and in the spirit of PfP exercises.

1.4.1.9.3. (Added) NATO exercises.

1.4.1.9.4. (Added) US bilateral exercises.

1.4.1.9.5. (Added) Joint Contact Team Program (JCTP) Events.

1.4.1.10. (Added) Host nation-sponsored exercises.

1.4.1.11. (Added) Weapon Training Deployments, Tactical Training Deployments.

1.4.1.12. (Added) Competition, exchanges, and local exercises.

**NOTES:**

1. This prioritization should not be the sole determinant. Use in conjunction with exercise objectives and training value for the unit.
2. Should overriding circumstances require reducing unit participation after a force commitment has been made, full justification for removal must be provided to the Director of Operations (HQ USAFE/DO), and info the Exercise Plans Division (HQ USAFE/DOX) and units HQ USAFE functional staff element. Changes to forces allocated to CJCS or Commander, United States European Command (CDR USEUCOM) sponsored exercises must also be coordinated with and approved by Exercise Branch (HQ USEUCOM/ECJ37) through HQ USAFE/DOX.

1.4.2. (Added) Evaluation of deployed units:

1.4.2.1. (Added) Due to the inherent incompatibility of exercises and evaluations, unit evaluations that are projected to occur at a deployment or exercise location must be carefully planned and completely coordinated to ensure that they are performed on a noninterference basis.

1.4.2.2. (Added) CDR USEUCOM approval is required to conduct evaluations and inspections during CDR USEUCOM-sponsored and CJCS-directed or coordinated exercises. Point of contact (POC) for approval is HQ USEUCOM/ECJ37.

1.4.2.3. (Added) Changes which impact airlift funds or exercise cost analysis must be forwarded to HQ USAFE/DOX at least one year prior, to allow incorporation into the normal budget process. No additional costs in support of such an inspection may be charged to CJCS exercise funds.

1.4.8. USAFE exercise objectives are designed in accordance with CJCS Manual 3500.03, *Joint Training Manual for the Armed Forces of the United States*. The following are specific USAFE Commander identified Mission Essential Tasks:

1.4.8.1. (Added) USAFET 1.1--Deploy Forces.

1.4.8.2. (Added) USAFET 1.2--Receive Forces.

1.4.8.3. (Added) USAFET 1.3--Deploy JTF, JFACC, AFFOR, COMAFFOR, and Staff.

1.4.8.4. (Added) USAFET 2.1--Integrate Intelligence, Surveillance and Reconnaissance (ISR).

1.4.8.5. (Added) USAFET 3.1--Provide Aerospace Superiority.

1.4.8.6. (Added) USAFET 3.2--Perform Ground Attack.

- 1.4.8.7. (Added) USAFET 3.3--Perform Aerial Refueling.
- 1.4.8.8. (Added) USAFET 3.4--Provide Airlift.
- 1.4.8.9. (Added) USAFET 3.5--Provide Aeromedical Evacuation.
- 1.4.8.10. (Added) USAFET 3.6--Employ Wartime/Contingency Aerospace Forces.
- 1.4.8.11. (Added) USAFET 3.7--Perform Terminal Attack Control.
- 1.4.8.12. (Added) USAFET 3.8--Perform Air Liaison Services.
- 1.4.8.13. (Added) USAFET 4--Provide Agile Combat Support.
- 1.4.8.14. (Added) USAFET 4.1--Provide Air Force Facilities.
- 1.4.8.15. (Added) USAFET 4.2--Provide Weapon and Support Systems.
- 1.4.8.16. (Added) USAFET 4.3--Provide Munitions.
- 1.4.8.17. (Added) USAFET 4.4--Perform Depot Level Maintenance.
- 1.4.8.18. (Added) USAFET 4.5--Perform Agile Combat Support Feasibility/Capability Analysis.
- 1.4.8.19. (Added) USAFET 4.5.1--Determine In-place Capability.
- 1.4.8.20. (Added) USAFET 4.5.2--Determine Local Contracting Capability.
- 1.4.8.21. (Added) USAFET 4.5.3--Determine Facilities Availability.
- 1.4.8.22. (Added) USAFET 4.6--Build the TPFDD.
- 1.4.8.23. (Added) USAFET 4.7--Tailor Force Package.
- 1.4.8.24. (Added) USAFET 4.8--Prepare for Reachback Support.
- 1.4.8.25. (Added) USAFET 4.9--Obtain External Support.
- 1.4.8.26. (Added) USAFET 4.10--Support External Organizations.
- 1.4.8.27. (Added) USAFET 4.11--Sustain the Force.
- 1.4.8.28. (Added) USAFET 4.12--Perform Total Asset Visibility Functions.
- 1.4.8.29. (Added) USAFET 5.1--Provide Command and Control of Expeditionary Forces.
- 1.4.8.30. (Added) USAFET 6.1--Provide Operational Security.
- 1.4.8.31. (Added) USAFET 6.2--Minimize Health and Safety Risks.
- 1.4.8.32. (Added) USAFET 7.1--Determine Requirements and Readiness to Conduct AEF Operations.
- 1.4.8.33. (Added) USAFET 8--Develop and Maintain Alliance and Regional Relations.
- 1.4.15. Field conditions declaration:
  - 1.4.15.1. (Added) Although the final authority for declaration of field conditions rests with the HQ USAFE/DO, this authority has been delegated to the HQ USAFE/DOX predeployment site survey team chief. If HQ USAFE/DOX is not represented at the site survey, or no site survey is performed, the sponsor or participating unit will provide its recommendation to HQ USAFE/DOX with sufficient justification to allow a fair and accurate determination. Exceptions to this policy require HQ USAFE/DO approval.

1.4.15.2. (Added) The declaration of field conditions will be according to **Table 1.1. (Added)**. When other situations occur, the HQ USAFE/DOX site survey team chief, in coordination with the exercise commander, will make the final determination on field conditions.

**Table 1.1. (Added) Declaration of Field Duty.**

<b>IF CONDITIONS ARE</b>	<b>THEN (See Note 1)</b>
1. Personnel are billeted and messed in a tent city at no cost to the individual (see notes 1, 2, and 7). Meals are provided in a US dining facility or field kitchen,	declare field duty (see note 3).
2. Personnel are billeted and messed on a military installation at no cost to the individual (see notes 1, 2, and 7),	
3. Personnel are billeted off a military installation at no cost to the individual and messed at a US mess at no cost to the individual (see notes 1, 2, and 7),	
4. Any combination of items 1, 2, or 3 above (see note 4),	
5. Personnel are billeted off a military installation at no cost to the individual. Meals are provided by a foreign government (or) are contracted for by the US government (in a non-government mess) at no cost to the individual (see notes 5 and 7),	do not declare field duty (Pay per diem for incidental expenses only).
6. Personnel are billeted on or off base at no cost to the individual, however, meals are provided at a government dining facility at the individual's expense (see note 6 and 7),	do not declare field duty.
7. Personnel are billeted both on and off base. Billeting and (or) meals are at the individual's expense (see note 7),	

**NOTES:**

1. Make every attempt to provide billeting and messing to the individual at the same location for the duration of the exercise deployment. When not possible for the duration of the temporary duty (TDY), field duty declaration will identify the inclusive dates.
2. Even under field duty, officers must pay the basic meal rate while dining in a US-operated mess, unless provisions are made for collection from the individual's pay.
3. Generally, the declaration of field duty will be predicated on the exercise employment phase, and not on the deployment of forces. Thus, field duty may apply to the employment phase, with per diem payments authorized for days outside the employment phase.
4. When deployed personnel are split between on-base quarters and off-base contract hotels and the mess is not a US mess, field duty will not be declared.

5. Foreign governments often prefer lump sum payment for meals versus cash payment. Use exercise or deployment funds to reimburse the foreign government or the contractor. The foreign governments will not bill individuals for the cost of meals.
6. Tactical deployments to main operating bases, geographically separated units, and contingency locations which have permanent dining facilities will be messed at established dining halls on a pay-as-you-go basis. Field duty will not be declared.
7. Lodging is provided to personnel according to AFI 34-246, *Air Force Lodging Program*. Messing is provided to personnel according to AFI 34-239, *Food Service Management Program*, and AFI 34-240, *Food Service Program Management*.

1.4.21. (Added) . Classification Guidance. See USAFE OPOD 4831, *Exercise Deployments in the USAFE AOR*. Classification guidance is located on page 12.

2.2. The Commander (USAFE/CC) maintains overall tasking authority. This authority has been delegated to Exercise Plans Division (HQ USAFE/DOX) through HQ USAFE/DO. As such, HQ USAFE/DOX is the agency that determines Air Force participation in exercises in the USEUCOM AOR. All organizations that desire to participate in exercises must request force listing through HQ USAFE/DOX. Although unit exercise participation is encouraged, the decision regarding unit involvement rests in part with the unit commanders, through the exercise planners. Attention must be given to balancing exercise participation with other training, evaluation, and real world commitments. Tentative force offerings are made for exercises up to five years in advance, to coincide with CJCS Program Decision Package funding schedule. During this period, unit commanders are encouraged to determine their own priorities for participation in the various activities.

2.2.1. HQ USAFE/DOX is the primary POC for all USAF-unit participation in exercises occurring in the European Command (EUCOM) AOR. Exercise participation by certain specialized USAF units is managed by their HQ USAFE staff functional managers. **Table 2.1. (Added)** identifies HQ USAFE office of primary responsibility (OPR) for those elements not directly handled by HQ USAFE/DOX:

**Table 2.1. (Added) Functional Elements.**

FUNCTIONAL ELEMENT	OPR
Communications and Information	HQ USAFE/SCX
E-3 AWACS	HQ USAFE/DOY
Flying Training Deployments and Exercises	HQ USAFE/DOT
Intelligence	HQ USAFE/INX
Logistics	HQ USAFE/LGX
Medical	HQ USAFE/SGX
Tactical Air Control Systems	HQ USAFE/DOY

**NOTE:** HQ USAFE/DOX retains final budget approval for expenditure of USAFE's CJCS exercise funds, regardless of participation by these functional managers.

2.2.2.1.1. (Added) Duties of sponsor units (a sponsor unit acts as the focal point for deployments). The sponsor wings and units will perform the following tasks, in conjunction with any other responsibilities specifically delineated in exercise planning directives, OPOD's, or as designated by HQ USAFE/DOX:

- 2.2.2.1.1.1. (Added) Predeployment Exercise Support Plan (ESP). The sponsor unit will:
  - 2.2.2.1.1.1.1. (Added) Assist HQ USAFE/DOX team chief or designated OPR in survey coordination, to include billeting, transportation, and clearance requirements.
  - 2.2.2.1.1.1.2. (Added) Provide survey personnel as tasked by the exercise POC.
  - 2.2.2.1.1.1.3. (Added) Develop, publish and distribute the ESP.
  - 2.2.2.1.1.1.4. (Added) Review applicable base support plan for pre-arranged support, if available.
- 2.2.2.1.1.2. (Added) Predeployment support actions:
  - 2.2.2.1.1.2.1. (Added) Coordinate contract support requirements.
  - 2.2.2.1.1.2.2. (Added) Coordinate operational requirements.
- 2.2.2.1.1.3. (Added) Deployment Reception and Logistics Readiness Centers:
  - 2.2.2.1.1.3.1. (Added) Deploy a reception team to arrive at the deployment location approximately five days prior to start of the exercise (STARTEX), and normally remain one week (some key personnel may remain for entire exercise).
  - 2.2.2.1.1.3.2. (Added) Duties of the team include assisting host unit in preparation for exercise, managing prepositioned procurement program/war reserve material transfer and HARVEST EAGLE assets, finalizing billeting arrangements, checking communication lines, in-processing arriving forces, supporting comptroller requirements, and providing air crew briefings and orientation flights.
  - 2.2.2.1.1.3.3. (Added) To ensure personnel accountability at STARTEX, PERSCO team arrival must be coordinated to coincide with arrival of initial forces.
- 2.2.2.1.1.4. (Added) Redeployment:
  - 2.2.2.1.1.4.1. (Added) Provide a redeployment team to monitor and assist in redeployment activities.
  - 2.2.2.1.1.4.2. (Added) This team will collect information for preparation of required after-action reports.
- 2.2.2.1.1.5. (Added) Base Support Plan/OPLAN review (if required):
  - 2.2.2.1.1.5.1. (Added) Schedule and coordinate the review to occur during or immediately following deployment phase.
  - 2.2.2.1.1.5.2. (Added) Representatives from the host, sponsor and (or) deployed unit logistics, maintenance, support and operations branches will attend.
- 2.2.2.1.1.6. (Added) Post exercise requirements:
  - 2.2.2.1.1.6.1. (Added) The sponsor unit will transmit a first impression report.
  - 2.2.2.1.1.6.2. (Added) The sponsor unit will publish an exercise critique report in Joint Universal Lessons Learned System (JULLS) format.
  - 2.2.2.1.1.6.3. (Added) The sponsor unit will publish a revision or update to joint support plan/OPORD (if required).
- 2.2.2.1.2. (Added) USAFE/CC retains overall tasking authority that has been delegated to HQ USAFE/DOX through the HQ USAFE/DO. Thus all agencies desiring USAFE unit participation in exercises must request this participation through HQ USAFE/DOX for force allocation and commitment. The Combat Air Forces Scheduling Integrated Process Team Force Allocation and Scheduling (FALCON) program is

the primary tool for tasking and deconflicting participation in contingencies, exercises, training deployments, local exercises, and unit inspections. The schedule produced by FALCON is known as the Consolidated Planning Order (CPO). The CPO reflects USAFE taskings for events as listed above.

2.2.3.4. (Added) USAFE/CC has delegated responsibility for the USAFE Remedial Action Program (RAP) for exercises to HQ USAFE/DOX. As manager of the USAFE RAP, HQ USAFE/DOX will convene a periodic RAP meeting to:

2.2.3.4.1. Capture after-action items from all deploying organizations.

2.2.3.4.2. Designate review and action OPRs using the ESP as a guide.

2.2.3.4.3. Disseminate documented processes to affected organizations.

2.2.3.4.4. Ensure improved processes are incorporated into subsequent exercise planning.

2.2.3.4.5. Attend higher headquarters RAP conferences and report status of open issues.

2.2.5. (Added) HQ USAFE/DOX is divided into the following functional elements or sections:

2.2.5.1. (Added) The Exercise Branch (HQ USAFE/DOXE), subdivided into the Northern Region and Southern/Middle East/Africa Region, is responsible for integrating USAF forces into NATO, PfP, and US bilateral live-air exercises, field-training exercises, and command post exercises.

2.2.5.1.1. (Added) The Airspace Manager supports the individual project officers and is responsible for coordination of Air Force policy on airspace utilization and air traffic control (ATC) matters which involve foreign governments as well as international or national aviation agencies. He is responsible for determining and assessing the impact of ATC requirements and changes. The Airspace Manager deals with matters related to use of sovereign airspace by USAF aircraft.

2.2.5.1.2. (Added) The Budget Manager is responsible for budget planning, execution, reimbursement, and after-action reporting of the USAFE portion of the CJCS exercise funds. The Budget Manager is responsible for submission of HQ USAFE CJCS Exercises financial plan and execution reports.

2.2.5.2. (Added) The Joint Training Branch (HQ USAFE/DOXJ) is responsible for planning and developing all USAFE-led, EUCOM-directed JTF training exercises, JFACC exercises, and all USAFE participation in JTF exercises led by other EUCOM components.

3.1. The exercise planning processes vary depending on the type of exercise and source of deploying forces. Attachment 2 (added) is a general guide for the planning, execution, and post-exercise phases of the USAFE Exercise Program. FOAs and DRUs are encouraged to develop their own planning guides.

3.1.2. Prior to the concept development conference, unit, Numbered Air Force (NAF), and USAFE exercise planners will review previous exercise OPORDs, ESPs, and after-action reports. Using that information they develop specific objectives for participating units and organizations. Provide these specific objectives to the HQ USAFE/DOX action officer (AO) prior to the concept development conference. HQ USAFE/DOX will consolidate the training objectives and use them to focus the planning process and as a guide in analyzing and reporting exercise results.

3.4. A thorough evaluation of each exercise is essential to ensure that USAFE derives maximum benefit from exercise participation. Depending on the exercise scope and objectives, the evaluation effort may range from a limited self-appraisal of unit performance, to a large-scale joint or combined analytical effort lasting several months. Regardless of the magnitude of individual post-exercise evaluation efforts, the objectives are the same:

3.4.1. (Added) Identify capabilities.

3.4.2. (Added) Define problems requiring corrective action.

3.4.3. (Added) Establish accountability for corrective action.

3.4.4. (Added) Effect solutions for the problems.

3.4.5. (Added) Track solutions to ensure resolution.

5.2.1.1. (Added) Participating USAFE units will forward first impression and exercise critique reports to HQ USAFE/DOX in accordance with USAFE OPORD 4831, Annex R.

5.2.1.2. (Added) Units under operational control of USAFE during exercises and deployments, but assigned to another MAJCOM, will forward required reports to HQ USAFE/DOX (info the parent MAJCOM) in accordance with USAFE OPORD 4831, Annex R.

5.2.1.3. (Added) HQ USAFE/DOX will sort, review, and consolidate unit inputs and forward required reports to the appropriate US or NATO command elements. As a subordinate element of CDR USEUCOM, HQ USAFE/DOX will normally submit reports of exercises sponsored by CJCS, EUCOM, and NATO to HQ USEUCOM/ECJ37 using the JULLS and mail information copies of these reports to HQ USAF CJCS Exercise and Joint Training Branch (HQ USAF/XOOTE).

5.2.1.4. (Added) HQ USAFE/DOX will maintain copies of all first impression and exercise critique reports for review by HQ USAFE, NAF, Wing, or Unit level staffs.

5.2.1.5. (Added) The US and NATO exercise directives, OPORDs, or support plans are the primary source for guidance in determining unit level after-action reporting requirements. In the absence of specific guidance, the procedures in USAFE OPORD 4831, Annex R and this supplement will apply.

5.3.7. (Added) At exercise termination (ENDEX) all participating USAFE units (including sponsor and host units) will transmit a first impression report to HQ USAFE/DOX. Each participating unit will also submit an exercise after action report in JULLS format, via e-mail to HQ USAFE/DOX (NIPRNET: <mailto:USAFE.DOX@ramstein.af.mil> or SIPRNET: <mailto:USAFE.DOX@ramstein.af.smil.mil>), no later than (NLT) 30 calendar days after ENDEX. Formats and required information for both reports may be found in USAFE OPORD 4831, Annex R. HQ USAFE/DOX will consolidate these reports and forward to USEUCOM/ECJ37 and via mail to HQ USAF/XOOTE. This schedule will only change if superseded by the specific exercise planning directive, OPORD, or other published guidance.

8.2. HQ USAFE CJCS Exercise Funding: HQ USAFE/DOX is the OPR for managing the USAFE portion of the CJCS exercise program, program element PE28011F, occurring in the USEUCOM AOR. HQ USAFE/DOX CJCS Budget Manager (DOXE) centrally manages the program.

8.2.2.6. HQ USAFE CJCS exercise expenses, program element code PE 28011F, guidance:

8.2.2.6.1. (Added) General Information.

8.2.2.6.1.1. (Added) CJCS exercise costs other than airlift, sealift, port handling, and inland transportation are chargeable to PE 28011F. These funds are provided to USAFE at the start of each fiscal year and are authorized for use only to cover net additive costs incurred in direct support of CJCS exercises. Costs are shared jointly by Air Combat Command, ANG, AFRC, and USAFE. AFI 65-601, Volume 1, *Budget Guidance and Procedures*, Table 10-3, outlines CJCS exercise funding responsibilities. Any failure to apply adequate fiscal restraint could result in a potential loss of support for one or more deployments.

8.2.2.6.1.2. (Added) The Financial Analysis Division (HQ USAFE/FMA) will reimburse USAFE CJCS costs after-the-fact only for costs specifically identified in an exercise support plan or otherwise coordinated, approved and validated by HQ USAFE/DOX. HQ USAFE/DOX retains final budget approval for all exercise and deployment expenditures, regardless of participation by the HQ USAFE functional managers.

8.2.2.6.1.3. (Added) Financial management is a function of command. All commanders are challenged with maximizing military capability within a limited level of funding. Toward that end, responsibility for financial management is delegated to and incumbent upon each manager. Each proposed use of resources must be tested for contribution to the mission, evaluated against other alternatives, and considered against the total size of the budget. These decisions are difficult and require the expertise and involvement of all agencies within the unit or organization providing support to or participating in CJCS exercises or deployments supporting those CJCS exercises.

8.2.2.6.1.4. (Added) At the start of planning for an exercise or deployment, each unit or organization should appoint, in addition to a project officer, a resource advisor (RA) whose explicit responsibility is to monitor associated expenditures. The RA should establish early liaison with HQ USAFE/DOX exercise project officer and CJCS budget manager, and with assistance from unit comptroller personnel (FMA), pay particular attention to:

8.2.2.6.1.4.1. (Added) Field duty declaration.

8.2.2.6.1.4.2. (Added) Cost of billeting, messing, services, and rental vehicles.

8.2.2.6.1.4.3. (Added) Cost of other than normal operational requirements e.g., purchase of equipment, supplies, etc.

8.2.2.6.1.5. (Added) Interface between exercise participants, unit project officers, and unit FMA is essential. Each participating unit resource advisor and project officers must coordinate with comptroller personnel to ensure exercise or deployment entitlements and authorizations are valid. USAFE exercise or deployment budgets are austere and funds are not available for incorrect or invalid expenditures. AFI 65-601, Volume 1, paragraph 10.54 states, "CJCS exercise expenses are incremental Operations and Maintenance (O&M) costs incurred solely for, or as a direct result of, planning for or taking part in an exercise." Reimburse supporting bases only for validated incremental O&M costs directly related to an applicable exercise.

8.2.2.6.2. (Added) TDY Travel.

8.2.2.6.2.1. (Added) Each organizational commander has the responsibility to ensure TDY funds are being used productively. All managers must insist upon budget conservative travel practices consistent with AFI 65-103, *Temporary Duty Orders*.

8.2.2.6.2.2. (Added) As in other areas, an important ingredient for successful management of TDY travel is the involvement of each resource advisor and, or unit project officers. These individuals must review each trip to ensure:

8.2.2.6.2.2.1. (Added) Only the minimum essential personnel travel per activity. Each individual programmed to deploy in support of a deployment or exercise must have a deployment requirements manning document (DRMD) line number for that activity.

8.2.2.6.2.2.2. (Added) The most economical mode of travel is planned (planning only).

8.2.2.6.2.2.3. (Added) Economy or excursion airfares are used when military air is not available (planning only).

8.2.2.6.2.2.4. (Added) Government quarters (either base billets or contract quarters) are used at the exercise or deployment location.

8.2.2.6.3. (Added) Vehicle Rental.

8.2.2.6.3.1. (Added) In the case of unit deployments, the host base or sponsor unit is generally responsible for providing in-house transportation. The host base or sponsor unit is responsible for renting vehicles to supplement available vehicles, when vehicle requirements exceed the in-house capability. The using organization is responsible for funding all rental vehicles.

8.2.2.6.3.2. (Added) HQ USAFE/DOX must first approve vehicle rental in support of site surveys or conference. HQ USAFE/DOX must give specific approval before the Budget Operations Branch (HQ USAFE/FMAO) reimburses vehicle rental costs.

8.2.2.6.4. (Added) Base and Unit Budget Management and Comptroller Responsibilities.

8.2.2.6.4.1. (Added) HQ USAFE funds CJCS exercises, and deployments supporting those CJCS exercises, after the fact. Tasked organizations and sponsor units will initially use their funds, with subsequent adjustment by HQ USAFE. Units that require funding (e.g., medical units) will contact HQ USAFE/DOXE for guidance. To obtain funding for exercises terminating late in the fiscal year, the base budget officer must forward an updated estimate of anticipated expenses (by EEIC) to HQ USAFE/DOXE and HQ USAFE/FMAOM not later than 30 days before the start of those exercises or deployments which are to terminate after 15 August. Record all net additive expenses against the applicable Resource Center/Cost Center (RC/CC) and ESP codes.

8.2.2.6.4.2. (Added) The RA, with assistance from the exercise commander or project officers and the unit comptroller FMA, will provide an estimate for each exercise or deployment for all costs not included in an Exercise Support Plan. Format this estimate as outlined in this supplement, paragraph 8.2.1.4.6, which the unit or organization will incur in support of the exercise or deployment. Submit the estimate to HQ USAFE/DOXE and HQ USAFE/FMAOM 60 days before the exercise or deployment.

8.2.2.6.4.3. (Added) HQ USAFE/DOXE and HQ USAFE/FMAOM will review all cost estimates to ensure each is a legitimate exercise expenditure.

8.2.2.6.4.4. (Added) HQ USAFE will not reimburse unapproved expenses or those in excess of the 10 percent cost overrun.

8.2.2.6.4.5. (Added) Commercial Ticketing Program (CTP). Use CTP funding for personnel flying by commercial air (TRANSCOM authorized) during exercise execution. Only use fund code Z4 for travel as directed by each exercise order or directive. HQ USAFE/FMAO will provide funding authorization to each OBAN.

8.2.2.6.4.6. (Added) Base budget officers will submit financial after-action reports detailing actual costs to HQ USAFE/DOXE and HQ USAFE/FMAOM within 45 days following ENDEX of each exercise or deployment. Funding will not be issued without receipt of an after-action report. Include remarks that identify any situations not covered in the format. The intent of the report is to permit HQ USAFE/DOX to make reimbursement decisions based on the content of the report. Data included in the report must justify the request for obligated funds. Report may be updated as required; however, final requests for additional funding must be submitted NLT 20 September of each year or earlier as requested by HQ USAFE/FMA.

After that time, reimbursement requests will not be honored due to fiscal year close-out. Submit a separate report for each exercise using the following format:

- (a) Exercise name and HQ USAFE assigned ESP code.
- (b) Inclusive dates of exercise.
- (c) Type of training/exercise.
- (d) Site or base of exercise.
- (e) Number of aircraft deploying.
- (f) Number of TDY personnel: officer/enlisted.
- (g) Total TDY days: officer/enlisted.
- (h) Daily TDY per diem rate: officer/enlisted (explain on/off base).
- (i) Air fare costs per trip: number persons/cost per person.
- (j) Total TDY dollar requirement: (EEIC)
- (k) Range slots used: (validated range fees)
- (l) Other requirements: (explain)
- (m) Total dollar requirement:

**NOTE:** Explain the costs in terms of what, where, why, and the amount for each EEIC. Justify EEIC 409 by indicating the number of trips (one trip equals one per roundtrip) and the average cost per day. Show costs for officers and airmen separately in the EEIC 409 breakout. EEICs 6XX will include type and quantity of supplies and equipment consumed.

8.2.2.6.4.6.1. (Added) After validation by HQ USAFE/DOXE, HQ USAFE/FMAOM will reimburse unit funds. Costs not validated by HQ USAFE/DOXE or not supported by the accounting system (i.e., incorrect obligations, incorrect program element, RC/CC, ESP, etc.) will not be reimbursed.

8.5. See **Table 8.1. (Added)** for the HQ USAFE/DOX General Exercise Budget Management Process (Planning, Programming, and Budgeting):

**Table 8.1. (Added) Planning, Programming, and Budgeting.**

Phase	Month	Action
Planning	Late Summer/Fall	Attend USEUCOM exercise planning conference(s). Assess future exercise requirements.
	January	Plan O&M exercise budget for six years (POM).
Programming	January/February	Submit POM and PH/IT input to HQ USAF/XOOT.
	March/April	Submit next FY FINPLAN
Budgeting	August/September	Receive next Fiscal Year funding quota and review exercise priorities. Reallocate as required.

8.6. See **Table 8.2. (Added)** for the HQ USAFE/DOX General Exercise budget Management Process (Execution):

**Table 8.2. (Added) Execution.**

<b>Phase</b>	<b>Month</b>	<b>Action</b>
Execution	As Required	Monitor budget, address requirements and excess or shortfalls, validate expenses, and coordinate reimbursements with HQ USAFE/FMA.
	May	Attend annual AF CJCS exercise conference. Provide update on exercise program.
	September	Coordinate current Fiscal Year closeout.

***References***

AFI 34-239, *Food Service Management Program*

AFI 34-240, *Food Service Program Management*

AFI 34-246, *Air Force Lodging Program*

AFI 65-103, *Temporary Duty Orders*

AFI 65-601, *Budget Guidance and Procedures*

CJCS Manual 3500.03A, *Joint Training Manual for the Armed Forces of the United States*

USAFE OPOD 4831, *Exercise Deployments in the USAFE AOR*

***Abbreviations and Acronyms***

**AFRC**—Air Force Reserve Command

**AO**—Action Officer

**AOR**—Area of Responsibility

**ATC**—Air Traffic Control

**CDR USEUCOM**—Commander, United States European Command

**CPO**—Consolidated Planning Order

**DRMD**—Deployment Requirements Manning Document

**ESP**—Exercise Support Plan

**FALCON**—Force Allocation and Scheduling

**FMA**—Unit Comptroller Personnel

**JFACC**—Joint Force Air Component Commander

**JTF**—Joint Task Force

**NATO**—North Atlantic Treaty Organization

**PERSCO**—Personnel Support for Contingency Operations

**PfP**—Partnership for Peace

**RA**—Resource Advisor

**RC/CC**—Resource Center/Cost Center

**USEUCOM**—United States European Command

## Attachment 3 (Added)

## EXERCISE AND DEPLOYMENT PLANNING GUIDE

**A3.1.** See [Table A3.1](#) for guidance on the planning, execution, and post-exercise phases of the USAFE Exercise Program.

**Table A3.1. Exercise and Deployment Planning Guide.**

Time prior to STARTEX	Task	OPR
12-18 months	Draft EXSPEC Initial force selection Initial planning conference Request for exercise clearance to host nations	Exercise Sponsor HQ USAFE/DOX HQ USAFE/DOX HQ USAFE/DOX
9-12 months	Final force selection	HQ USAFE/DOX
8-15 months	Final EXSPEC Main planning conference Initiate site survey coordination	Exercise Sponsor HQ USAFE/DOX/units HQ USAFE/DOX/sponsor units
7 months	Tasking orders	HQ USAFE/DOX
6 months	Site survey conducted Planning directive/ESP written and distributed Munitions request due to USAFE/AOS Request for service for communications circuits Air coordination conference	HQ USAFE/DOX/sponsor units HQ USAFE/DOX/sponsor units Unit User/sponsor Exercise/sponsor
5 months	JOPES sealift inputs due (T-100)	HQ USAFE/DOX/units
4 months	Final planning conference JOPES airlift inputs due (T-70) DRMD to DOXJ for sourcing Frequency request submission	HQ USAFE/DOX HQ USAFE/DOX/units Unit Unit
75 days	OPORD/Exercise directive distributed	Exercise sponsor
60 days	Normal declassification date (not automatic) Personnel tasking message complete	Exercise sponsor HQ USAFE/DOXJ

<b>Time prior to STARTEX</b>	<b>Task</b>	<b>OPR</b>
50 days	Significant military exercise brief (SMEB) to HQ USEUCOM (due prior to HQ USEUCOM critical cancellation date)	HQ USAFE/DOX
45 days	G-series orders published	HQ USAFE/DOX/XPX
30 days	HQ USAFE/DO Exercise Directive (deploy order)	HQ USAFE/DOX
<1 month	Logistics Readiness Centers deploy	Sponsor units
3 weeks	Tactics conference	Exercise Sponsor
5 days	Reception team arrives	Sponsor units
<1 week	ADVON arrival	Units
ENDEX	First impression report due from unit to HQ USAFE/DOX, include in commander's comments of SITREP	Deployed unit
ENDEX +30 days	Exercise JULLS reports due to HQ USAFE/DOX	Units
ENDEX +45 days	Financial after-action reports due to HQ USAFE/DOXE/FMAOM	Units/bases
ENDEX +60 days	Exercise JULLS due to HQ USAF/XOOE and USEUCOM/ECJ37	HQ USAFE/DOX

CHARLES N. SIMPSON, Major General, USAF  
Director of Air and Space Operations