

Headquarters
Eighth United States Army Korea
United States Army Installation Management Agency
Korea Region Office

Army in Korea
Regulation 350-28

4 October 2007

Training
ARMY EXERCISES

***This regulation supersedes Eighth Army Regulation 350-1, 7 February 2001**

For the Commander:

JAMES L. CREIGHTON
COL, GS
Chief of Staff

Official:



F.W. MORRIS
Chief, Publications and
Records Management

Summary. This regulation prescribes policy, provides guidance and establishes procedures for use in programming, planning, conducting and assessing military exercises conducted by Headquarters, Eighth Army (Eighth Army).

Summary of Change. This document has been substantially changed a complete review of its contents is required.

Applicability. This regulation is applicable to Eighth Army staff and subordinate commands.

Supplementation. Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited unless prior approval is obtained from Headquarters (HQ) Eighth Army, (EACG-TD), Unit #15236, APO AP 96205-5236.

Forms. Army in Korea (AK) forms are available at www.usfk.mil.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and

descriptions are available on the Army Records Information Systems website at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this regulation is Eighth Army G3 (EAGC-TD). Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to HQ Eight United States Army, ACS, G3 (EAGC-TD), Unit #15236, APO AP 96205-5236.

Distribution. Electronic Media Only (EMO).

CONTENTS

SECTION I GENERAL

1. Purpose
2. References
3. Explanation of Abbreviations and Terms

SECTION II EXERCISE PROGRAM OVERVIEW

4. Goal
5. Imperatives
6. Objectives
7. Design
8. Considerations
9. Commander (CDR), Eighth Army Training Issues
10. Funding
11. Scheduling
12. Exercise Classification Guidance
13. Exercises
14. External Exercises

SECTION III RESPONSIBILITIES

15. General
16. Major Subordinate Staffs
17. Commander Eighth Army
18. Eighth Army Staff

SECTION IV APPROACH TO EIGHTH ARMY EXERCISE PROGRAM

19. General
20. Execution
21. Exercise Execution Milestones

SECTION V PLANNING CONFERENCES

22. General
23. Initial Planning Conference (IPC)
24. Mid-Planning Conference (MPC)
25. Final Planning Conference (FPC)
26. Exercise Planning Staff
27. Summary

**SECTION VI
EXERCISE PARTICIPANT SUPPORT**

- 28. General
- 29. Responsibilities
- 30. Augmentation Planning
- 31. Deployment
- 32. Redeployment
- 33. Joint Reception Centers (JRC)
- 34. Priority of Life Support
- 35. Exercise Life Support Standards

**SECTION VII
EXERCISE CONTROL**

- 36. General
- 37. Control Plans
- 38. Exercise Control Staff (ECS)

**SECTION VIII
POST EXERCISE ACTIVITIES AND ASSESSMENT**

- 39. General
- 40. After Action Review (AAR)
- 41. Senior Retired Officer (SRO) Letter Report
- 42. AAR Observer Observation
- 43. After Action Review Board (AARB)
- 44. Joint Lessons Learned Program (JLLP)

**SECTION IX
EXERCISE DOCUMENTS**

- 45. General
- 46. Exercise Directive
- 47. Exercise Plan (EXPLAN)
- 48. Start Exercise (STARTEX) Documents
- 49. Exercise Memorandum of Agreement (MOA)
- 50. Mutual Logistics Support – Implementing Arrangement (MLS-IA)

APPENDICES

- A. [References](#)
- B. [Exercise Funding](#)
- C. Exercise Life Support Standards (US ONLY)
- D. [Key Points of Contact](#)

GLOSSARY

Section I
INTRODUCTION

1. PURPOSE. This regulation prescribes policy, provides guidance and establishes procedures for use in programming, planning, conducting and assessing military exercises conducted by Headquarters, Eighth Army (Eighth Army).

2. REFERENCES. Required and related publications are listed in Appendix A.

3. ABBREVIATIONS AND TERMS. Abbreviations and terms used in this regulation are explained in the glossary.

Section II

EXERCISE PROGRAM OVERVIEW

4. GOAL. The goal of the Eighth Army Exercise Program is to provide realistic warfighting training to the Eighth Army staff and Major Subordinate Commands (MSC) in order to sustain visible and professional combat ready forces. Eighth Army, initially as the Army Service Component Command (ASCC) and then as the Operational Command Post-Korea (OCP-K), supports maintaining the Armistice and deterrence of north Korea (nK) aggression against the Republic of Korea (ROK) by providing forces and executing ASCC responsibilities for Joint and Combined forces. If deterrence fails, Eighth Army, on order (O/O), conducts Army Forces (ARFOR) Noncombatant Evacuation Operations (NEO) and force generation and sustainment operations to support United Nations Command/Combined Forces Command (UNC/CFC) campaign plan. On order, conducts ARFOR redeployment operations.

5. IMPERATIVES. The Eighth Army exercise program has three exercise imperatives:

- a. Ensure compliance with imperatives listed in CFC/USFK 350-1.
- b. Train to the Eighth Army Mission Essential Task List (METL) as defined by the Eighth Army CG.
- c. Train to the Eighth Army battle tasks as defined by the Eighth Army CG.

6. OBJECTIVES. The Commander, Eighth Army, is responsible for exercises involving U.S. Army forces. The G3 Training & Exercise Division (G3-TD) implements this command responsibility by providing an efficient and effective exercise program.

a. The basis of the exercise program is Eighth Army's mission requirements for deterrence and providing forces for warfighting. The tasks for these missions are described in the US Joint Chiefs of Staff (JCS) Universal Joint Task List (UJTL) and the Army Universal Task List (AUTL). The UJTL and AUTL provide a common basis for developing the METL.

b. Major Subordinate Commands within Eighth Army must identify tasks that are essential to accomplish their unit's wartime missions and develop a METL. These Joint/Army tasks are the building blocks of the exercise program. The Eighth Army exercise program incorporates the METL for Eighth Army HQ, METL and the training tasks of its MSC's into a comprehensive training plan. This approach to the Eighth Army Exercise Program is addressed in this regulation. Staff sections and MSC's will develop supporting training plans for their METLs. Staff and MSC training plans should be integrated into the overall Eighth Army exercise program.

c. Each separate exercise will be designed to train specific tasks of the METL. The published exercise objectives document these intentions. Exercise objectives may also focus on developing Combined and Joint doctrine, tactics, techniques and procedures (TTP) as identified by the CDR Eighth Army. Published exercise objectives will provide the focus for exercise design, control and assessment.

7. DESIGN. The goal of exercise design will be to "train the way we fight." Exercise scenarios will integrate realistic conditions and allow free play to emphasize innovative problem solving and emulate the "fog of war."

a. The unique characteristics of Eighth Army and its MSCs, and of the various liaison elements and host nation support agreements, creates an environment which requires constant exercising and training to ensure the high state of readiness necessary to deter aggression.

b. The frequency of personnel turnover requires a repetitive exercise and training program based on an annual cycle.

c. Constant review of the benefits associated with field versus simulation supported training is required to ensure the proper training medium for the training audience. Maximizing training returns requires finding the proper balance and combination of field training and computer assisted exercises (CAXs).

d. As the Army Service Component Command (ASCC), Eighth Army is a component of United States Forces Korea (USFK) and supports the CFC. CFC is a Combined/Joint command and all elements of CFC must train in a combined and joint environment to improve interoperability, communication and coordination.

e. Advanced wargaming simulation technologies provide the medium to simulate realistic War Fighting Functions under a wartime Operations Tempo (OPTEMPO) environment. Through advanced simulation design, numerous wargaming models may be brought together to build a "federation of models" that simulates warfighting capabilities.

f. The strategic deployment and reception, staging, onward movement and integration aspects of warfighting must be appropriately incorporated in the exercise program design because much of the US forces contribution to the peninsula must be deployed from off-peninsula.

g. Planners must remain focused on the capabilities and limitations of training exercises when developing exercise objectives and designs.

(1) A simulation supported training exercise is not an analytical tool to validate operations plans (OPLAN) and/or various courses of action. Its purpose is to practice command and control (C2) and staff procedures. Simulation models are dependent on operator proficiency and numerous other non-warfighting variables, which impact an exercise outcome. In addition, exercise controllers often influence the outcome while focusing on attaining specific training objectives.

(2) The purpose of an exercise is to provide the training audience with a realistic situation to practice standard operating procedures, command and control functions, and numerous other activities necessary to execute OPLAN requirements and achieve METL training objectives.

(3) Exercises offer excellent opportunities for exploring new technologies, equipment, and concepts. This opportunity exists because staffs are normally fully manned and in their wartime locations, most War Fighting Functions are energized, and a scenario drives real time decision-making requirements.

h. After-Action Reviews (AARs) and follow up training assessments of the METL have a vital role in exercises. These activities provide the institutional record for training and subsequent improvement.

8. CONSIDERATIONS. In addition to the above exercise design guidance, the following functional area considerations should be incorporated into every exercise ensuring robust staff interaction and training opportunities on their respective wartime functional procedures.

a. Personnel. Exercise scenarios should provide realistic personnel-related training.

(1) Staffs and MSCs participating in an exercise will be manned at a level no higher than their current authorized level of organization for the scenario being exercised. This does not preclude simulating augmentation capabilities at a higher level of organization in order to achieve training objectives.

(2) When practical, Morale, Welfare and Recreation support will be provided to units participating in exercises.

(3) Chaplain participation will be integrated into exercises.

(4) An aggressive and proactive safety program and force protection program, designed for the exercise unique activities, must be incorporated into all exercise activities.

b. Intelligence. Exercises should provide realistic intelligence training for all participants, including the troops, the staffs and the intelligence specialists.

(1) Planning should ensure and emphasize the coordinated employment of all available means to collect, process, analyze and disseminate timely intelligence.

(2) Exercises should emphasize the necessity for intelligence and counter-intelligence in operations planning and execution.

(3) Requirements for maps and aerial photography must be determined early in the planning process.

(4) The Opposing Forces (OPFOR) will be employed IAW concepts and order of battle contained in the Peninsula Intelligence Estimate (PIE) and the Ground Component Command-Combined Analytical Control Center (GCC-CACC) ground forces database. Normally, the OPFOR will fight to win; however, the Chief Controller may make adjustments to further develop specific exercise training objectives.

(5) Exercise intelligence planning and preparation will include appropriate pre-hostility message traffic as a build-up to Start Exercise (STARTEX). This information should be in addition to that found in the exercise's STARTEX Book, if developed, and will help ensure that battle staffs are fully prepared once the exercise begins. The simulation providing intelligence related information to the training audience Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems should start prior to STARTEX.

(6) Planning considerations should include transitions, set-up, exercising and assessing wartime automated intelligence processing and message handling systems.

c. Civil-Military Operations (CMO). Exercises provide excellent opportunities for integrating CMO concepts into the warfighting staff. Through simulation and actual training events, civil-military plans, programs and policies are exercised in a joint and combined environment. CMO is a command responsibility. Emphasis should be given to staff procedures that establish,

maintain, influence or exploit the interaction between the military and civil environments in an operational area to achieve campaign objectives.

d. Psychological Operations (PSYOP). Exercises provide PSYOP training opportunities for US PSYOP forces.

(1) Exercise play should include PSYOP planning, information processing, research and analysis, production and dissemination, evaluation of effectiveness and defensive measures against hostile PYSOP.

(2) The Eighth Army exercise planners should coordinate real world and exercise PSYOP consideration for each exercise.

e. Operations. Exercises should provide scenarios maximizing staff interaction for the planning, execution and assessment of crisis actions and combat operations.

(1) Special consideration should be given to creating training opportunities for staffs and appropriate HQ to practice Crisis Action Standard Operating Procedures (CASOP), situational assessments and course of action development.

(2) All operational exercise play should focus on appropriate OPLAN/Contingency Plan (CONPLAN)-related operations and the METL developed based on those plans.

(3) Staff briefings during exercises should use the same media and formats as planned for actual contingencies.

(4) Deploying forces should represent those forces actually required by the OPLAN. The G5/FUPLANS, ICW the Assistant Chief of Staff (ACoS), J5, provides a critical forces list, which forms the basis for coordinating the deployment and training of off-peninsula US forces.

f. Logistics. Exercise scenarios should incorporate logistics-related training opportunities for all levels of the training audience.

(1) Where practical, individual unit and maneuver battalion material management functions will be fully integrated throughout the exercise.

(2) Where practical, all classes of supply should be physically played in field training exercises. Class V supply and re-supply will be played using blank ammunition or simulators. Class V re-supply will be simulated using actual ammunition containers or substitutes that replicate actual containers.

(3) Supply and distribution procedures for requirements above the installation level are as follows:

(a) Distribution policies and priorities of issue material are set forth in the appropriate regulations.

(b) Units and individuals participating in or supporting field training exercises should be equipped with all authorized Table(s) of Organization and Equipment, Modified Table of Organization and Equipment or Tables of Distributions and Allowances equipment. Maximum effort should be made to redistribute equipment on a loan basis from non-participating units,

provided the essential training and operational missions of the losing units are not seriously jeopardized.

(c) Requisitions for clothing and equipment in addition to authorized allowances and special requirements for equipment, supplies and repair parts will be processed as requests for temporary loan IAW the appropriate regulations. At no time will supplies be removed from packaging that will begin shelf life expirations unless it can be properly returned to long term storage condition.

(4) Effective maintenance of material will be emphasized by all commanders, controllers, players and gamers and will be an integral part of the planning and conduct of exercises.

g. Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR). All exercises should incorporate realistic C4ISR activities that reflect actual capabilities and procedures. Since not all exercise participants will operate from their wartime locations, in some cases this may not be possible.

(1) Exercise communications plans and directives should emphasize the extensive use of the tactical and strategic C4ISR network architecture in accordance with (IAW) the OPLAN.

(2) It is imperative that all exercise planners identify their C4ISR requirements early in the planning process and meet the suspense established in appropriate exercise directives, memoranda, and planning conferences. Senior commands must consolidate and validate requirements for subordinate commands to prevent duplication of effort and to increase efficient use of scarce C4ISR resources. Annex K (C4ISR) of the Exercise Directive (EXDIR) provides detailed guidance regarding the installation, operation and maintenance of C4ISR systems that support exercise Information Exchange Requirements and includes specific taskings, responsibilities and instructions for staffs and subordinate units. Success of the C4ISR system depends upon the accuracy and timely implementation of the Exercise Directive's Annex K. Late requests for C4ISR support must be validated by an O-6 or above from the requesting staff or unit.

(3) Communications services are constrained by the funds available for each exercise. Any request for communications support that requires Eighth Army funding, such as leasing of commercial circuits or contracting of commercial equipment, must be validated by the G6 and approved by the G3 Training & Exercise Division(G3-TD) prior to implementation of the request.

(4) Exercise participants must strictly comply with Communications Security (COMSEC) and Operations Security (OPSEC) policies and standards to prevent unauthorized disclosure of capabilities, intent and procedures. Participants and commands must emphasize and make maximum use of secure transmission means to ensure protection and prevent exploitation of classified and sensitive information.

h. Medical. Exercises should emphasize the coordination required to train the medical logistics management staff. Where practical, stress the following:

(1) Health care delivery between Eighth Army and USFK/CFC.

(2) Use of inter-theater and intra-theater medical evacuation support.

(3) Functioning of the Airlift Control Center and Joint Patient Movement Requirements Center.

(4) Enemy prisoner of war processing, reporting and operations through medical channels.

(5) Focus on the coordination of Wartime Host Nation Support and Medical Supply Coordinating Group activities.

i. OPSEC. In addition to real world OPSEC considerations, exercises provide an opportunity to determine the proficiency of planners and participants and, as such, should ensure that--

(1) Adequate training is provided for detecting and correcting OPSEC deficiencies.

(2) Training and orientation programs include provisions for familiarization of all participants with OPSEC and vulnerability of US and ROK forces to enemy observation and exploitation of procedures, practices and telecommunications.

(3) The OPSEC surveys are conducted to determine the status and effectiveness of OPSEC practices.

(4) Staff efforts are coordinated to provide maximum security for the operation.

(5) OPSEC influences the entire planning process and is a matter of continuing concern from the conception of the operation throughout all phases of the exercise.

j. Information Operations (IO).

(1) IO strategies should be incorporated into exercises, synchronizing IO with air, land, sea, space, and special operations – as well as interagency, multinational, joint, service, and Reserve Component operations – in harmony with diplomatic, economic, and informational efforts to more efficiently nest Eighth Army with CFC and USFK objectives.

(2) Master Scenario Events List (MSEL) inputs will be provided to the Korea Battle Simulation Center (KBSC) for incorporation into exercises. Input for the IO related Master Scenario Events List should consider all functional areas of responsibility (i.e., PSYOP, PA, etc.).

k. Information Assurance (IA).

(1) In all situations (including exercises) Eighth Army personnel will adhere to the actions outlined in the USFK Information Assurance Policy, dated 22 March 2001.

(2) In all exercise planning, units/individuals must plan and implement IA policies and procedures to protect information and information systems. Protecting classified and sensitive information is each individual's responsibility as well as the Commander's.

(3) Individuals must take all precautions to ensure sensitive or classified information is not released over unclassified C4ISR networks or networks of a lower classification.

(4) Individuals must be made aware to take all precautions to ensure that classified materials (SECRET (US only), SECRET (ROK-US), SCI, etc.) are transmitted ONLY on the systems/networks appropriate for their transmissions.

(5) IA MSEL events should be developed that relate to armistice/crisis/wartime situations for injection at various levels throughout Eighth Army during exercises to ensure IA training objectives for Eighth Army personnel and systems are achieved.

(6) All automation equipment must be compliant with all Information Assurance Vulnerability Alerts (IAVAs). Equipment found to be non-compliant will be removed immediately from the network and secured pending verification from the unit/staff IMO that it has been made compliant.

(7) All automation equipment must have DOD approved anti-virus software installed, the latest signature files updated and have auto-detect and cleaning enabled at all times.

(8) Any laptops Eighth Army or augmentee/support personnel owned will be scanned and verified for IAVA/IA configuration baseline compliancy by the supported IMO before they are connected to CFC/USFK networks. Laptops not scanned and verified will be removed from the network pending the IMO scanning/IMO verification.

I. Engineer. All exercises should emphasize the necessity for engineer support in operations planning and execution.

(1) Exercises should include scenarios to exercise and evaluate engineer requirements to include: US engineer troop deployment to the ROK and time phased flow; engineer support of the operation plan and/or exercise to include mobility/counter-mobility/survivability and sustainment operations; functioning of the Regional Contingency Engineer Management Cell for emergency construction support; acquisition of real estate; facility damage (FACDAM); topographic support; specialty engineering support including fire fighting, prime power, water production, pipeline construction, and port construction activities as necessary; facility damage repair and reporting to include rapid runway repair; engineer support to the Command Post Exercise (KR/FE) process; environmental considerations for the exercise or deployment; and Engineer Command and Control.

(2) All exercise planning documents and agreements that deal with the use of real estate for an exercise will be routed through Eighth Army G3 Training & Exercise Division (G3-TD) Training Support Activity Korea (TSAK).

(3) Engineer play should be as realistic as possible. For example, in creation of the simulation STARTEX conditions for an exercise, the Eighth Army Engineer Staff should coordinate with the CFC/USFK Engineer staff and KBSC to ensure obstacles are realistically portrayed.

m. Public Affairs (PA). PA plans will include proposed news releases for all exercises.

(1) The Eighth Army Public Affairs Office (PAO) will be the sole releasing authority for news releases concerning exercises. Releases will be coordinated in advance with appropriate agencies.

(2) No publicity will be given to an exercise without adequate inter-staff clearance.

(3) The PAO will develop exercise-specific PA guidance.

n. Staff Judge Advocate (SJA).

(1) The Eighth Army SJA will coordinate with the Commander, US Armed Forces Claims Service, Korea, to process claims for US caused maneuver damage during field training exercises (FTXs) IAW AR 27-20 and the Status of Forces Agreement (SOFA).

(2) The Eighth Army SJA will review exercise directives and Memoranda of Agreement to ensure compliance with all legal considerations.

(3) The Eighth Army and MSC SJA staffs will develop and provide desired Mission Essential Tasks and MSELs for incorporation into exercises.

(4) The Eighth Army and MSC SJA staffs will participate as exercise players.

o. Electronic Warfare (EW). Exercises provide the opportunity to practice EW as a form of combat power in coordination with fire and maneuver elements.

(1) Where practical, realistically portray the electronic warfare threat.

(2) Scenarios should provide for the application of EW techniques to determine unit proficiencies in operating and maintaining EW equipment.

p. Chemical, Biological, Radiological, Nuclear and high yield Explosives(CBRNE). The proliferation of CBRNE weapons is of great concern in the Korean Theater of Operations. Realistic CBRNE defensive play will be integrated in exercise scenarios whenever practical to include:

(1) Provide CBRNE defensive training at both unit and staff levels.

(2) The CBRNE play should exercise the CBRNE reporting system, test unit and individual actions in response to CBRNE, initiate interrelated staff actions to counter a CBRNE, exercise CBRNE related logistics and require command decisions relative to CBRNE postures for friendly forces.

(3) CBRNE should include testing all collective protection systems/shelters. Participants will submit the results of these tests to the Protection Directorate.

(4) Events should exercise extended logistics requirements to include wartime host nation support.

(5) All CBRNE training should include a realistic scenario based on the enemy threat and capabilities. Each event should result in detailed staff planning, reconnaissance of contamination, marking of the area, appropriate decontamination, and reconstitution.

9. CDR Eighth Army TRAINING ISSUES. The CDR Eighth Army may emphasize specific warfighting issues. The sources for these will vary. Sources may be CFC/USFK directed issues, lessons learned, readiness reports, external evaluations or Semi-Annual Training Brief (SATB) issues.

10. FUNDING. Funding for exercises is the responsibility of FORSCOM, USFK, Eighth Army and Major Subordinate Commands. Expense sharing is predicated on the level of exercise

(CFC, USFK, Eighth Army, or Major Subordinate Command) and the funding resources provided for the exercise IAW signed Memorandum of Agreement (MOA).

a. Where combined facilities, such as Command Post (CP) TANGO, simulation centers, FTX, life support, etc, provide benefit to both US and ROK personnel, expenses will be shared by the US and ROK.

b. For additional information on exercise funding, see Appendix B.

11. SCHEDULING. Exercises require coordinated scheduling to ensure the right training audience is available for the right exercise. Schedules must account for weather and terrain restrictions, allocated strategic lift resources, availability of deploying US forces, and deconfliction with other exercises and events, availability of supporting simulation assets and time required for a full planning and preparation cycle.

a. Eighth Army, G3 Training & Exercise Division (G3-TD) sponsors quarterly training conferences for MSC G3s and S3s. These conferences provide an opportunity to review the calendar and deconflict schedules.

(1) Exercise planners will place special emphasis on avoiding any impact of an exercise on US and ROK holiday periods. This includes deployment and redeployment requirements for off-peninsula personnel.

(2) All Eighth Army staff and commands should work these published exercise periods into their own training schedules. This applies even when commands and/or staffs are not directly involved as exercise participants because they may still be tasked to provide individual augmentees or other support.

b. Eighth Army G3 Training & Exercise Division (G3-TD) participates in the CJ37 hosted exercise scheduling conference. The purpose of the conference is to develop a planning calendar for the following year. Theater level, component level, and KBSC supported execution dates and supporting planning conference dates will be established. The results of this conference will be posted to the Eighth Army G3 Training & Exercise Division (G3-TD) Long Range Calendar.

c. Joint Training Information Management System (JTIMS). Programming and scheduling off-peninsula augmenting forces is especially important. G3 Training & Exercise Division (G3-TD) planners request and schedule active duty off-peninsula augmenting forces by submitting requests for forces to CJ37 to be inputted into JTIMS for the next five years. Exercise planners will provide as much detail (unit, number of people, equipment, etc.) as possible to CJ37. The US Army force providers use these projections for long-range scheduling and deconfliction purposes and for preparing budget requirements.

d. Army Tracking Information Management System (ARTIMS). ARTIMS is a web-based tracking system for requesting, sourcing, and approving Reserve Component (RC) units/individuals to fill and execute Overseas Deployment Training (ODT) in support of an overseas Combatant Commander's Exercise/training requirements. The process for requesting RC units/individuals to fill ODT requirements begins 18-24 months prior to execution.

12. EXERCISE CLASSIFICATION GUIDANCE.

a. Security classification guidance provided in the references below will be complied during the planning and execution of all exercises. Specific exercise directives will provide supplemental guidance.

(1) USFK Reg 380-7, Disclosure and Release of US Classified Military Information to Foreign Governments and International Organizations.

(2) AR 380-5, Department of the Army Information Security Program.

(3) USFK Classification Guide, 14 June 2000.

b. An overview of classification guidance pertaining to all exercises is provided below.

(1) ULCHI FREEDOM GUARDIAN (UFG) and KEY RESOLVE/FOAL EAGLE (KR/FE) exercise dates (C) Note: Dates will be de-classified usually 30 days prior to STARTEX. CFC/USFK, through the CJ37, will send out a message announcing that the dates are no longer classified.

(2) Exercise Purpose and Goals (S-R)

(3) Training Objectives (U)

(4) Exercise Scenario (S-R)

(5) Level of Participation (C-R)

(6) Enemy Concept of Operation (S-R)

(7) Exercise Control Scheme (U)

(8) Details of Exercise Design (U)

(9) Augmentation/transportation (U)

Note: Classification: U - Unclassified, C - Confidential, S - Secret, R - REL TO USA and ROK

13. EXERCISES

a. **CFC EXERCISES.** The CFC level training strategy revolves around five major exercises: KR/FE, UFG, Combined Counterfire Exercises, Maritime Counter Special Operations Forces (SOF) Exercise-CSOFEX, and Courageous Channel. HQ Eighth Army, MSCs and off-peninsula augmentees participate in these exercises. A description of each exercise is provided below.

(1) KR/FE is a ROK-US CFC, ROK JCS, JMSEL and simulation driven OPLAN-oriented CPX conducted annually. The purpose of KR/FE is to exercise joint and combined plans and procedures associated with the execution of the OPLAN for the defense of the ROK. The focus is on the strategic, operational, and tactical aspects of military operations on the Korean Peninsula; and demonstrates US resolve to support the ROK against external aggression while

improving US/ROK combat readiness and interoperability. FOAL EAGLE is the CFC primary FTX conducted simultaneously with KR/FE. Its primary training audience is tactical units. It is a multi-faceted, Joint and Combined Exercise that trains all aspects of CFC's mission; rear area security and support operations, KR/FE, special operations, ground maneuver, expeditionary operations, air combat operations and maritime operations. Eighth Army will primarily use KR to train OPLAN proficiency. Selected Continental United States (CONUS) based US units with OPLAN taskings are brought to Korea to participate in this exercise. In addition, KR/FE will also include a unit drawing and exercising the Heavy Brigade Combat Team (HBCT) Equipment located in the Army Prepositioned Stock #4 (APS-4). In conjunction with both KR/FE and UFG there will be CDR CFC sponsored, US/ROK Command Post driven, Crisis Management Exercise. The purpose of the Crisis Management Exercises (KR/FE and UFG) is to establish and maintain combined and joint staff proficiency in executing pre-hostility, crisis action operations as outlined in the UNC/CFC/USFK family of OPLANS and their programs. The intent of Crisis Management Exercises is to train the UN/CFC/USFK Components, ROK JCS, Field Armies and the US Embassy. The exercise includes a Senior Leadership Seminar (SLS) where US/ROK leaders discuss issues associated with the ROK related OPLANS and a CAX focused on training commanders and staffs at Field Army level and above.

(2) UFG is a ROK-US military and ROK government, simulation driven, OPLAN-oriented CAX conducted annually. The purpose of UFG is similar to KR/FE. UFG will exercise joint and combined plans and procedures associated with the execution of the OPLAN for the defense of the ROK. The focus is on the strategic, operational, and tactical aspects of military operations on the Korean Peninsula; and demonstrates US resolve to support the ROK against external aggression while improving US/ROK combat readiness and interoperability. This joint and combined political-military training exercise emphasizes flexible deterrent options, transition to war procedures, ROK mobilization, US reinforcement, and synchronization of deep, close, and rear battles. UFG integrates the annual ROK government exercise "ULCHI", a national mobilization exercise involving several hundred thousand ROK citizens practicing wartime activation and traveling to mobilization sites, and the ROK government's ability to function during wartime. ULCHI emphasizes procedures for interaction and coordination between government and military organizations at the national through local level. "FREEDOM GUARDIAN" – is a CFC warfighting CPX. Although there are a significant number of personnel involved with the mobilization portion, this exercise is separate and distinct from the CPX. UFG includes a SLS where US/ROK leaders discuss issues associated with the related OPLANS and a simulation-supported Command Post Exercise (CPX) focused on training commanders and staffs at Field Army level and above. In addition, Eighth Army will use UFG as an opportunity to train Transformation tasks as it evolves from an ASCC to a Operation Command Post–Korea (OCP-K)

(3) Courageous Channel is a non-combatant readiness exercise conducted semi-annually. During these exercises, portions of the USFK NEO plan are rehearsed. Non-US off-post infrastructure is not exercised. The purpose of this exercise is to train all participants in the procedures to follow during the alert and assembly phases to instill realistic expectations. It is mandatory for all DOD-affiliated noncombatants, including non-emergency essential U.S. Government employees and contractors, to participate in Courageous Channel exercises.

(4) Maritime Counter SOF Exercises (M-CSOFEX) is a Commander, CFC exercise which is conducted quarterly during the calendar year. This theater level FTX encompasses all aspects of the M-CSOF missions as referenced in the Peninsula OPLAN Update (S-R) in Annex C, Appendix 7. Two of these exercises are conducted simultaneously with the Foal Eagle

portion of KR/FE. Eighth Army MSCs participate in the two simultaneous exercises which use and leverage the US forces deploying for KR/FE to enhance their training objectives.

(5) Combined Counterfire Exercises (CCX) provide units involved in the Counter Fire (CF) fight with the opportunity to train on decide-detect-deliver-assess procedures; develop and rehearse targeting procedures; process target intelligence from theater assets; develop, rehearse and validate contingency procedures; and identify disestablishing criteria of the Counter Fire Task Force (CFTF).

b. Eighth Army EXERCISES.

(1) Warpath is a 2nd (US) ID CPX. The purpose is to train 2nd (US) ID staff and subordinate commands on missions, Standing Operating Procedure (SOPs) and OPLANs. Warpaths vary in scope but may require assistance from KBSC and Eighth Army to plan and execute. The primary training audience is the 2nd (US) ID staff.

(2) Warfighter is a simulation supported, multi-echelon, fully integrated tactical CPX. Warfighter exercises will not be used to validate unit war plans, but will use full-spectrum scenarios that test the entire range of warfighting capabilities. Warfighter exercises typically require support from Eighth Army HQ, subordinate commands and Third ROK Army (TROKA) to plan and execute. The primary training audience is the 2nd (US) ID staff.

(3) MSC External Evaluation. The Eighth Army EXEVAL program is a mandatory training event for non-divisional units directly subordinate to Eighth Army and is normally executed in simulation. The intent of this program is to provide each MSC the opportunity to train exclusively on its unique METL and OPLAN missions. The primary training target audience is the MSC commander and his staff. Details for the EXEVAL program can be found in Annex B, AK Regulation 350-1, 12 April 2006.

(4) Eighth Army Staff Exercises

(a) Summer Breeze is a two-phase operation designed to increase the battle staff combat readiness and capability of the Eighth Army Staff in order to prepare for UFG. Summer Breeze provides an opportunity to conduct seminar training, staff planning and coordination focusing on internal staff procedures.

(b) Frigid Lighting is conducted in conjunction with CPX 1 in the 2nd quarter of the FY. Frigid Lighting reinforces staff training conducted in UFG and Twilight Calm and allows for preparation for KR/FE.

(5) Responsibilities.

(a). The CDR UNC/CFC/USFK, serves as the Exercise Director for UFG and KR/FE. The Assistant Chief of Staff (ACoS), CJ3 serves as the Exercise Director for Rapid Thunder (RT).

(b) The CDR Eighth Army serves as the Exercise Director for MSC EXEVAL and 2nd ID (US) Warfighter.

(c) The CDR, 2nd (US) ID serves as the Exercise Director for Warpath.

(d) The Chief of Staff, Eighth Army serves as the Exercise Director for Summer Breeze, Twilight Calm and Frigid Lightning.

(e) The G3 TREX:

1. Serves as the Executive Agent for Eighth Army for all UFG, KR/FE, Warpath, Warfighter, MSC External Evaluation exercises and other exercises as directed.

2. Coordinates with Eighth Army Staff and MSCs for planning and execution.

3. Staffs and publishes the Initiating Directive, Exercise Directive, and all taskings as required to plan, coordinate, execute and observe UFG, KR/FE/FE, Warpath, Warfighter, Summer Breeze, Twilight Calm, Frigid Lightning, and all external exercises as required.

4. Coordinates MSEL development.

(6) Execution. All Eighth Army exercise participants in the training audience should operate from their wartime locations and use the appropriate C4ISR systems. Gamers who role-play subordinate units for the training audience during exercises will operate from designated simulation centers.

14. EXTERNAL EXERCISES. The following is a list of the primary CFC/USFK External Exercises in which Eighth Army may have some staff or MSC participation: POSITIVE FORCE (PF), TERMINAL FURY (TF), JOINT LOGISTICS OVER THE SHORE (JLOTS), TURBO INTERMODAL SURGE (TIS), TURBO CADS (TC), TURBO DISTRIBUTION (TD), FREEDOM BANNER (FB), KOREA UNITED (KU). Participating in external training events provides the Commander, Eighth Army and his staff venues to establish and maintain liaison, enhance regional stability, develop command and control elements for joint, coalition or contingency planning, or support synchronized operations ensuring the continuity of agile and adaptive integration and execution into Joint/Multinational Task Force formations in the Korea Theater of Operations (KTO) campaigns. A description of each exercise is provided in CFC /USFK Regulation 350-1.

Section III RESPONSIBILITIES

15. GENERAL. The planning, execution and assessment of exercises requires close coordination and communication among the Eighth Army staff and MSCs and with the UNC/CFC/USFK staffs. This chapter provides an overview of those responsibilities, which are essential for a successful exercise. These exercise responsibilities follow a staff's and/or unit's wartime functional area of expertise wherever possible. Exercise Directives will outline additional responsibilities as required.

16. MAJOR SUBORDINATE COMMANDS.

- a. Provide input and support to responsible agencies for planning, management and/or execution.
- b. Provide representation to planning meetings, in progress reviews (IPR) as required.
- c. Provide required representatives to execute the Exercise Participant Support Mission.
- d. Prepare briefings and updates on plans and operations to meet exercise requirements.
- e. Prepare input for completion of exercise support and planning documents.
- f. Develop scripted events and the MSEL to support functional area training objectives.
- g. Provide detailed fund audit reports if exercise specific funds were allocated or support was provided to UNC/CFC/USFK.
- h. Provide resources and/or perform functions as prescribed in this regulation, the Exercise Directive, and in the individual augmentation tasking.
- i. Provide copies of all exercise-specific OPORDs, OPLANs, Fragmentary Orders (FRAGOs), and Situation Reports (SITREPs) to G33, Current Operations, prior to the exercise per the Eighth Army Exercise Directive.
- j. Assist the KBSC personnel in developing and verifying database accuracy.
- k. Identify C4ISR support needed to fulfill exercise responsibilities. Submit requirements and requests for support to the G6 no later than the exercise Mid-Planning Conference (MPC).
- l. Provide fiscal requirements requests to G3 Training & Exercise Division (G3-TD) for submission to J37 for budget development no later than (NLT) MPC.
- m. Provide training objectives and focus areas to G3 - TD .
- n. Provide AAR Observer Teams with operating space and access to communications during exercises.
- o. Consolidate, coordinate and take for action exercise lessons learned.

- p. Provide detailed input for STARTEX books and appropriate starting situations for simulation database(s).
- q. Develop, coordinate and direct functional area activities in support of training exercises.
- r. Plan, conduct, control and assess all exercise training as tasked in Exercise Directives.
- s. Provide required gaming cells (personnel, equipment and supplies) to interface with simulation models and appropriate "player" HQ.
- t. Provide personnel augmentation to support planning, controlling and evaluating exercises as identified by G3 TREX.
- u. Develop appropriate portions/annexes to exercise documents.
- v. Develop and publish exercise documents for planning, controlling, execution and evaluating unit operations.
- w. Provide Life Support Area (LSA) support as specified in Exercise Directives.
- x. Submit exercise lessons learned as directed in Exercise Directives.
- y. Ensure compliance with USFK REG 350-2 mandatory theater training for unit personnel and MSC sponsored units. This theater specific required training is applicable to arriving personnel and units assigned to, rotating to, or in temporary duty status to USFK. This training must be complete prior to deployment to the Republic of Korea (ROK). It is imperative this training be completed to facilitate accomplishment of assigned missions or tasks, and at the same time, ensure you understand specific policies and customs that will prepare you to act in a manner that is compatible and respectful of the culture and laws of the Republic of Korea and thereby maintain good order and discipline. The training can be found at the USFK website : <http://www.usfk.mil/usfk/index.html?usfk/contents/training.html>
 Questions or concerns dealing with Theater Specific Required Training content should be directed to J37 Training at Commercial 1-82-0505-736-7368/9 or DSN 315-736-7368/9.

17. COMMANDER, Eighth Army.

- a. Directs the planning and conduct of training exercises.
- b. Ensures the accomplishment of specific planning tasks associated with training exercises, such as basic concept development, coordination with US and ROK military and civilian agencies, US augmenting forces participation, ROK forces participation, development of documents required to complete planning and execution of the exercise and conduct of a thorough AAR.
- c. Directs the development and publication of documents which provide guidance for planning, coordinating, conducting and assessing exercises.
- d. Appoints the Chief Controller, Deputy Chief Controller and AAR Facilitator, when required.

18. Eighth Army STAFF.

a. G1--

(1) Develops personnel objectives, procedures and requirements to ensure realistic personnel exercise play.

(2) Coordinates with IMCOM-K for Morale, Welfare, and Recreation (MWR) support for Eighth Army forces.

(3) Executes OSD/G1 actions identified in Chapter 6.

(4) Prepares Annex E (Personnel) to the EXDIR.

b. G2--

(1) Develops intelligence objectives, procedures and requirements to ensure realistic play.

(2) Plans, coordinates and operates the intelligence scripting cell, as required.

(3) Provides intelligence support for development of all OPFOR simulation databases as required

(4) Assists in the development of realistic OPFOR campaign plans, operations orders and concepts of operations that meet desired training objectives as required .

(5) Provides coordinated intelligence scenarios and implementers for planning and execution (STARTEX information, Intelligence Summary (INTSUMs), Scenario Development Message (SDM) inputs, etc.) as required.

(6) Coordinates closely with G3 Training & Exercise Division (G3-TD) and assists the KBSC or intelligence section of the appropriate MSC in developing intelligence simulations architecture and identifying all player, gamer and controller elements requiring intelligence simulations interface.

(7) Develops the enemy situation for SDMs as required.

(8) Develops and provides required environmental data to include weather, light and tide information in conjunction with 607th Weather Squadron. The exercise may require scripted and/or real world environmental data.

(9) Participates in PSYOP planning as required .

(10) Prepares Annex B (Intelligence) to the EXDIR.

c. G3/5/7--

(1) G33, Current Operations--

(a) Provides inputs to G5/FUPLANS Future Plans and G3 Training & Exercise Division (G3-TD) to assist in developing operational aspects of training exercises.

(b) Develops, coordinates and conducts operations briefings from the Eight Army Operations Center (EAOC) during the conduct of a training exercise.

(c) Coordinates and briefs Road to Crisis information to Eighth Army staff sections prior to STARTEX.

(d) Coordinates with G3 Aviation for dedicated aviation support to three separate functions: exercise control (movement of controllers); the AAR process (movement of observers); and the CJVB (movement of visitors), as directed.

(e) During exercises, responsible for orders production and publication.

(2) G35, Future Operations--

(a) In coordination with the G2, collects and publishes the SDM.

(b) Collect, organize and brief the Eighth Army Staff running estimates prior to STARTEX.

(c) Publishes Eighth Army Plan Decide Execute (PDE) Cycle prior to exercises and establishes the Eighth Army Staff & MSC reporting battle rhythm.

(3) G5, Future Plans--

(a) Prepares the friendly situation portion of SDMs (at a minimum, friendly unit strengths and movements of in-country units).

(b) Develops and disseminates exercise releasable (REL) TO USA and Korea (KOR) (formerly RELROK) Force Flow and Force Flow schedules IAW Exercise Memoranda and/or letter of instruction (LOI).

(c) Plans NEO field training exercises (Courageous Channel) ICW CJ37 TREND, NEO, G33 and G35. Supports NEO planning, execution, resourcing and technical training.

(d) Identifies initial requirements for deploying off-peninsula exercise participants, to include budget or ceiling for Eighth Army participants, movement windows, Aerial Ports of Embarkation/Debarcation (APOE/D) and validation milestones.

(e) Executes the G5/FUPLANS actions identified in Chapter 6.

(f) Responsible for incorporating stability operations in all exercises.

(4) G3 Training & Exercise Division (G3-TD)--

(a) Executive agent for exercise planning, coordinating and execution.

(b) Coordinates with CJ37 for the programming of US Army JCS exercise funds, US JCS airlift allocation and resources for Eighth Army. Validates and prioritizes exercise support requirements in concert with the exercise objectives and the budget.

- (c) Develops exercise design IAW Exercise Director guidance.
- (d) Plans, develops and tasks Eighth Army participation.
- (e) With Eighth Army SJA assistance, negotiates and concludes exercise specific requirements involving ROK forces.
- (f) Executes the G3 Training & Exercise Division (G3-TD) actions identified in Chapter 6.
- (g) Consolidates, coordinates and takes for action exercise design related after action lessons learned.
- (h) Coordinates and schedules the usage of US and ROK ranges and training areas for exercises. The use of ranges and training areas will be requested through G3 -TD.
- (i) Reviews the Multiple Integrated Laser Engagement System (MILES) Mutual Logistic Support-Implementing Arrangement (MLS-IA) ordering document for support of FTX scenarios. With Eighth Army SJA assistance, clarifies and implements MLS-IA with the ROK Army.
- (j) Coordinates and develops a MOA with BCTP for exercise support requirements.
- (k) Develops, coordinates, and publishes Exercise Directives and FRAGOs. Prepares Annexes A (Task Organization), C (Operations), and F (BCTP Support) to the EXDIR.
- (l) Develops and coordinates ICW appropriate subordinate commands and Eighth Army staff exercise-related STARTEX data.

(5) KBSC

- (a) In coordination with G3 TREX develops and publishes Exercise Control Plans.
- (b) Installs, operates, and maintains required simulation architectures.
- (c) Develops augmentation requirements to support KBSC, and exercise evaluations.
- (d) Provides simulation OPFOR.
- (e) Prepares and presents formal AARs.
- (f) Provides simulation operation support to include simulation center operations and simulation model operations.
- (g) Provides simulation budget cost estimates when required, to G3 TREX.
- (h) ICW G3 Training & Exercise Division(G3-TD) develops and publishes MSELs.

(6) Operational Protection Directorate

- (a) CBRNE

(1) Develops CBRNE objectives, procedures and requirements as instructed by the Exercise Directive.

(b) Provost Marshal Office (PMO)

(1) Develops Eighth Army law enforcement, physical security and customs objectives, procedures and requirements to ensure realistic Provost Marshal (PM) exercise play.

(2) Develops US captured Enemy Prisoner of War (EPW) portion objectives, procedures and requirements to ensure realistic PM exercise play.

(3) Monitors and reports exercise related incidents within the definition of Serious Incident Reports.

(4) Maintains liaison with ROKA military police and ROK Government civilian police agencies to facilitate exercise related assistance.

(c) AMD Develops missile defense objectives, procedures and requirements as instructed by the Exercise Directive.

(d) AT/FP Develops AT/FP objectives, procedures and requirements as instructed by the Exercise Directive.

d. G4--

(1) Develops logistics objectives, procedures and requirements to ensure realistic logistic play.

(2) Provides staff supervision of logistics support and transportation movements within Korea.

(3) ICW Eighth Army SJA coordinates and provides technical assistance concerning US-ROK mutual logistics support actions unique to an exercise.

(4) Provides staff supervision of medical plans, logistics support and patient evacuation activities.

(5) Provides staff supervision for Real World Health Service Support (RWHSS) for all exercise participants.

(6) Manages requirements for Life Support Areas in coordination with USFK, J4.

(7) Provides the executive agent for leasing and contracting support for transportation movements within Korea when organic capabilities are exceeded.

(8) Monitors full food services and furniture support at player and gaming/simulation sites on Army bases where US personnel are participating.

(9) Coordinates and provides dining facility services to all US and ROK OPFOR personnel during training and execution of exercises, per Support and Reimbursement Memorandum of Agreement (SRMOA) on a reimbursable basis.

(10) Executes OSD/G4 actions identified in Chapter 6.

(11) Prepares Annex D (Logistics) to the EXDIR.

e. G6--

(1) ICW C/J6, plans and coordinates strategic and tactical theater communications requirements for the Eighth Army HQ and MSCs.

(2) Consolidates all communications and automation support requirements.

(3) Prepares and coordinates exercise telephone and e-mail directories.

(4) Plans and coordinates communications, electronics and automation support to exercise participants and simulation centers during exercises. This includes forces deploying into theater that will likely arrive with C4ISR equipment needing connectivity support.

(5) Prepares Annex K (C4ISR) to the EXDIR.

f. Engineer--

(1) Develops, coordinates and directs engineer activities in support of training exercises.

(2) Develops engineer objectives, procedures and requirements to ensure realistic engineer play.

(3) Provides staff supervision and technical support for exercise related real estate requirements that the G3 has approved.

(4) Coordinates and provides technical assistance concerning civil engineer wartime host nation support.

g. Eighth Army Public Affairs Office (PAO)--

(1) Develops, coordinates and publishes Public Affairs (PA) policy and guidance for each exercise.

(2) Ensures PA policy is coordinated with USFK PAO and that approved guidance is disseminated.

(3) Coordinates the visit of all media personnel, provides exercise media releases and supervises overall PA media coverage of the exercise.

h. Secretary of the General Staff (SGS)--

(1) Coordinates with USFK Protocol to provide appropriate protocol training for Joint Visitors Bureau (JVB) escorts and drivers of distinguished visitors (DVs).

(2) Coordinates schedules and transportation support for DVs with the JVB and USFK protocol.

(3) Extends invitations to all DVs and command guests in coordination with command guidance and USFK protocol.

(4) Coordinates, in conjunction with USFK Protocol, arrival/departure dates and itineraries of DVs prior to the formation of the JVB.

(5) Conducts DV site coordination.

(6) Establishes the Eighth Army Visitors Bureau for each exercise, as required.

(7) Coordinates the announcement message, invitations, and seating for the CDR Eighth Army formal AAR(s).

i. Staff Judge Advocate (SJA)--

(1) Provides legal guidance as required for the conduct of exercises.

(2) Ensures realistic problem solving requirements involving the Law of Armed Conflict are integrated in consonance with the Law of War Program.

(3) Provides assistance to G3 Training & Exercise Division(G3-TD)in reviewing Memoranda of Agreement and other documents involving ROK participation with US forces.

(4) Provides Rules of Engagement (ROE) scenario input.

j. Commander, USA Troop Command-Korea --

(1) Coordinates and provides billeting and messing for personnel assigned to Eighth Army HQ, ROK Liaison Officers and others as required.

(2) Coordinates transportation for Eighth Army HQ exercise participants and others as required.

(3) Provides life support to designated Eighth Army HQ elements and others as required.

(4) Conducts facility management tasks for CP Oscar as required.

k. Contracting Command Korea (CCK) --

(1) Processes requests for local purchase, lease or contractual services supporting Eighth Army exercises.

(2) Provides training for exercise contracting officer's representative, as required.

(3) Submits consolidated support budget requirements to the J37 with sufficient detail to develop appropriate US-ROK exercise expense sharing arrangements. Post exercise provides a detailed accounting of JCS Exercise funds provided by J37.

l. G8 Develops Resource Management objectives, procedures and requirements as instructed by the Exercise Directive.

m. Installation Management Command-Korea Region Office (IMCOM-K)

(1) Develops Installation Support procedures and requirements as instructed by the Exercise Directive.

(2) Coordinate with G4 Support Operations and G3 Training & Exercise Division (G3-TD) for LSA requirements.

n. Eighth Army Command Safety Office

(1) Monitors the Eighth Army Safety Program.

(2) Prepares Annex S (Safety) to the EXDIR.

o. Eighth Army Command Chaplain provide chaplain support as instructed by the Exercise Directive.

p. Eighth Army Command Surgeon provide medical support as instructed by the Exercise Directive.

Section IV

APPROACH TO Eighth Army EXERCISE PROGRAM

19. GENERAL. The Eighth Army Exercise Program provides a multiphase approach that helps commanders identify and evaluate their training needs, plan and schedule training events and monitor the readiness of forces. This approach leverages the CFC/USFK Exercise Program and provides a methodology for aligning training programs with assigned missions consistent with command priorities and available resources.

a. In developing the Eighth Army Exercise Program, requirements unique to this theater must be considered. They include the personnel turnover experienced by US service members, interoperability requirements between US and ROK units, and other US/ROK events such as other service and lower level exercises and holidays.

b. The Eighth Army Exercise Program is shaped by the CFC/USFK Exercise Program. Details of the CFC/USFK Exercise Program can be found in CFC/USFK Regulation 350-1.

20. EXECUTION. The planning and execution of exercises include four stages. These four stages are described below.

a. Stage 1: Planning. The exercise execution begins with the planning stage where training objectives are refined and the training audience, and training method designated. The G3 Training & Exercise Division (G3-TD) will host a series of planning conferences, In Progress Reviews (IPRs), working groups or other planning sessions as required for each exercise. The exercise planning stage begins with the Initial Planning Conference (IPC) and ends with the MPC for each exercise. The fifteen steps included in the planning stage are provided below.

(1) Refine Training Objectives and Model. The training objectives from the Eighth Army staff and MSCs are refined and appropriate models are selected. The training objectives set the stage for subsequent exercise design. They are developed based on METL, battle tasks and upon specific guidance issued for the exercise. Training objectives also may be developed from warfighting issues raised in previous exercises, new developments in operations plans or systems or other sources.

(2) Establish Exercise Objectives. Exercise objectives are specific statements of purpose, guidance and/or direction for a training event. Assessing a new C4ISR architecture is an example of an exercise objective. The exercise objectives must be approved by the Exercise Director and serve as starting points in defining the focus areas.

(3) Prepare Drafts, Plans and Outlines. Products from this step include the Initiating Directive and Draft EXDIR to identify the contents of the basic plan and the annexes to be included in the final product. It also lists the exercise's training objectives and associated training activities such as seminars, practice exercise (PE), controller/gamer training, etc.

(4) Prepare the Scenario and Road to Crisis. These must be prepared for both friendly forces and OPFOR. The scenario provides the current and historical overview regarding the Diplomatic, Informational, Military and Economic (DIME) situation in the crisis area. The Road to Crisis is a chronology of specific, significant events leading up to the current situation or crisis.

(5) Prepare OPFOR Campaign Plan and Friendly Forces Plans and Directives. The Campaign Plan consists of a series of related military operations aimed at accomplishing a

strategic or operational objective. These plans include such documents as warning, planning, and alert orders, evaluation requests, and commander's estimates. They should be based on stated training objectives, incorporate the scenario and road to crisis, and be designed with enough specificity and information to enable the training audience to develop its own plans and accomplish its specified tasks.

(6) Conduct Initial Transportation Planning. Prior to the IPC, an estimate is made of the forces and resources required to accomplish the exercise. Some of these forces and support resources may require transportation to the exercise location. This step is described in Chapter 6, Exercise Participant Support.

(7) Initial Concept Briefing. Exercise planners will provide an initial concept briefing that consists of the exercise objectives, dates, participants and scenario. Other known factors also may be included. This briefing will be coordinated with the G3 Training & Exercise Division (G3-TD) and then staffed for recommendation / approval through the chain of command to the Exercise Director.

(8) Plan the AAR. During this step, information required to prepare the AAR Concept of Operations is captured. This information includes the exercise objectives, training objectives, the training audience, the training method, the duration of the exercise, the location of the training audience, the personnel and equipment available, and the number and type of facilitated AARs requested. This step is described in Chapter 8, Post-Exercise Activities and Evaluation.

(9) Conduct the IPC. The purpose of the IPC is to develop and refine the exercise design and exercise parameters in accordance with the commander's guidance. This step is described in Chapter 5, Planning Conferences.

(10) Prepare the MSEL. A MSEL is developed to capture scripted events required to complement the simulation models in achieving training objectives. The MSEL is an exercise control document that includes the "implementers" designed to ensure planned exercise events happen. These planned events ensure that the exercise's training objectives are met and the desired response of the training audience is either enhanced and/or achieved. Examples of implementers include a message, a document, a scripted phone call, a scripted face-to-face encounter, or any other tool designed to elicit an action or response by a player or participating unit. The exercise planning staff will develop and compile these implementers, along with their associated planned exercise events, and publish the MSEL. The exercise control staff uses the MSEL as a guide to assist them in introducing the implementers at the appropriate time in the exercise, using the appropriate means.

(11) Develop the AAR Concept of Operations. This step includes identification of AAR observer requirements to include augmentation, communications, administrative support, and preliminary observer training requirements. This step is described in Chapter 8, Post-Exercise Activities and Evaluation.

(12) Determine Logistics and Transportation Requirements. The overall logistics support and transportation requirements are captured. For theater level exercises, prior to the MPC, all forces and resources allocated to the exercise will be identified and scheduled in the Force Flow on the Global Command and Control System/Joint Operation Planning and Execution System (GCCS/JOPES). This step is described in Chapter 6, Exercise Participant Support.

(13) Draft the EXDIR. Prior to the MPC, the draft EXDIR is completed. This step is described in Chapter 9, Exercise Documents.

(14) Conduct the MPC. The MPC finalizes the draft planning documents from the IPC and ends the planning stage. This step is described in Chapter 5, Planning Conferences.

(15) Coordinate and develop the augmentation requirements to support training objectives based on the exercise concept.

b. Stage 2: Preparation: During the preparation stage, the following actions are completed.

(1) The approved EXDIR is distributed.

(2) The database is finalized and tested.

(3) The Force Flow is validated (details in Chapter 6, Exercise Participant Support).

(4) Scenarios are refined.

(5) Pre-exercise training is developed for gamers, controllers and observers.

(6) AAR Collection Management Plan is developed (details in Chapter 8, Post-Exercise Activities and Evaluation).

(7) The FPC is conducted (details in Chapter 5, Planning Conferences).

(8) Desired seminars and IPR are prepared and conducted. During Exercise Preparation, the planning staff may elect to conduct seminars and/or IPRs for the Commander and exercise participants.

(a) Seminars provide pre-exercise doctrine training for participants and serve as a forum in which the Exercise Director can communicate additional guidance or his intent to the staff. Seminars also allow participants to wargame courses of action, identify staff strengths and weaknesses, and receive remedial training as required before STARTEX.

(b) IPRs are hosted by the G3 Training & Exercise Division (G3-TD) and consist of a series of functional area and/or issue briefings by G3 Training & Exercise Division (G3-TD) and/or the functional area experts on the status of exercise preparations. The G3 Training & Exercise Division (G3-TD) will determine the number and timing of these IPRs.

(9) Develop Draft Control Plans. This step includes development of the exercise control plan and the simulation control plan.

c. Stage 3: Execution: This stage begins with deployment to the exercise area and ends with redeployment. The following steps are included:

(1) Conduct Deployment. Forces and exercise support personnel deploy to the exercise area in accordance with pre-planned transportation plans.

(2) Conduct Pre-Exercise Training. Prior to STARTEX, selected exercise participants may require theater indoctrination and training on their assigned duties and responsibilities. Exercise

gamers, observers, controllers, and subject matter experts supporting the AAR will attend this pre-exercise training to include USFK 350-2 Theater Specific Training.

(a) Conduct Communications Exercise (COMMEX). The objectives of the COMMEX are to ensure tactical and simulation communications are operable, refine communication SOP actions; validate communications reliability; validates phone directories, and validate simulation model gamer and training audience player interfaces. The COMMEX is normally conducted in conjunction with the Practical Exercise.

(b) Conduct Practice Exercise (PE). The PE provides a structured, controlled environment to allow additional training for the simulation model gamers and the Exercise Control Staff (ECS). Other benefits of the PE include refinement of internal Standing Operating Procedures (SOP); validation of communications and simulation functionality to include model interfaces; shift change schedules and interface requirements; and MSEL validation.

(c) Conduct Daily Chief Controller Updates. Chief Controller Updates are designed to ensure the control of the exercise is continuing smoothly and allowing production of data for every training objective. The ECS and Chief Controller Update are described in detail in Chapter 7, Exercise Control.

(3) Execute the AAR Process. The AAR process ensures the exercise design provides opportunities for observations and data that is generated, captured, and correlated against each training objective. The AAR process is described in detail in Chapter 8, Post-Exercise Activities and Evaluation.

(4) Execute Redeployment. Redeployment of exercise players, gamers, observers, and controllers is executed according to transportation plans. In the case of theater level exercises, the redeployment is executed according to the scheduling command validated Force Flow and United States Transportation Command (USTRANSCOM)/AMC produced transportation schedules. Redeployment is described in detail in Chapter 6, Exercise Participant Support.

d. Stage 4: Post Exercise Activities and Evaluation. This stage is described in detail in Chapter 8, Post-Exercise Activities and Evaluation and includes the following steps.

(1) Gather Internal ECS Observations. In addition to training-related observations focusing on the attainment of stated training objectives, the ECS will compile observations directly related to the exercise itself such as the staffing of the ECS with the correct grade and skill to accomplish the mission, realistic design of the exercise, the effectiveness of a particular simulation model, or the efficiency of augmentee training.

(2) A major part of every exercise is capturing "lessons learned" so Eighth Army can work emerging issues and continue to improve readiness and warfighting skills. All exercise participants play a critical role in assessing their ability to perform wartime missions and in evaluating the effectiveness of regulations, tactics, techniques and procedures.

(3) The G3 Training & Exercise Division (G3-TD) is responsible for the AAR and Lessons learned as described in this section. The purpose of observing and evaluating an exercise is to enhance combat readiness and effectiveness through an assessment and feedback process, not to find fault with any particular individual and/or agency. Subordinate commands and other exercise participants are responsible for their own internal after action reviews.

(a) Selection. Each exercise will have its own unique requirements for qualified observers, subject matter experts and other support necessary to evaluate the exercise. The Exercise Director will approve the selection of the after action review facilitator.

(b) Training. The KBSC will form the nucleus of the AAR effort and ensure all augmentees are properly trained to conduct their responsibilities.

(4) G3 Training & Exercise Division (G3-TD) will ensure lessons learned are documented and submitted . The G3 Training & Exercise Division (G3-TD) will—

(a) Publish guidance on preparing lessons learned. Include suspense date for submitting proposals, required format and other administrative requirements.

(b) Ensure a final exercise report is prepared and submitted to the Exercise Director or designated representative.

21. EXERCISE EXECUTION MILESTONES.

a. The following milestones are CFC/USFK developed and apply to key exercise events or products for UFG and KR/FE. The Office of Primary Responsibility (OPRs) and timing are provided as a planning guide. G3 Training & Exercise Division (G3-TD) will develop and publish Eighth Army milestone lists that identify specific dates and OPRs.

STAGE 1: PLANNING

<u>EVENT/PRODUCT</u>	<u>OPR</u>	<u>TIMING*</u>
Publish Initiating Directive/Exercise Objectives	CJ3	S-330
Publish Exercise Milestones	CJ3	S-320
Exercise Concept Brief to CJ3/CofS/ CDR UNC/CFC/USFK	CJ3	S-310
Conduct IPC	CJ3	S-260
Publish Draft Story-line	CJ3	S-210
Initial Logistics Requirements Due (Includes life support and non-tactical vehicles)	FKJ4	S-200
CofS Approve Augmentation Request (Off-Peninsula Req Due to PACOM)	FKJ1-PO	S-190

<u>EVENT/PRODUCT</u>	<u>OPR</u>	<u>TIMING*</u>
Staff Final Draft Exercise Directive (Final Draft Ex Directive Posted on GCCS-K)	CJ3	S-185
Final Logistics Requirements Due (Includes life support and non-tactical vehicles)	FKJ4	Prior to MPC

Submit C4ISR Requirements to USFK J6 Ops	Staff/Components	NLT MPC
Submit Draft JMSELS	Staff/Components	S-180
JMSEL Conference	C/KBSC	S-180
Conduct MPC	CJ3	S-180
STAGE 2: PREPARATION		
<u>EVENT/PRODUCT</u>	<u>OPR</u>	<u>TIMING*</u>
Submit request for training land requirements	J3/G3-TD	S-170
Conclude Operational MOA	CJ3	S-150
Post Approved EXDIR to GCCS-K/SIPRNET	CJ3	S-150
Components Validate Sealift Deployment Force Flow	Service Components/J3	T-100
Components Validate Sealift Redeployment Force Flow	Service Components/J3	T-100
Conclude OMOA	CJ3	S-120
Conduct KR/FE IPRs (CJ3/CofS/CDR CFC/USFK)	CJ3	S-120/60
Publish and Distribute SDM	CJ3/C2	S-115
MSEL Review/Synchronization	CJ3/C/KBSC	NLT FPC
Components Validate Airlift Deployment Force Flow	Service Components/J3	NLT FPC
Components Validate Airlift Redeployment Force Flow	Service Components/J3	NLT FPC
AAR Collection Management Plan	C/KBSC	NLT FPC
Conduct FPC	CJ3	S-100
Lock databases and implement database Configuration management process (for UFG)	CJ3/KBSC	S-96
Draft Control Plan and Simulation Control Plan	CJ3/C/KBSC	S-90
Submit request for FTX MILES training devices	J3/G3-TD	S-90
Submit SMEB to USPACOM	J3	S-90

Public Affairs Guidance submitted to USPACOM	FKPA	S-90
Publish STARTEX Book (if required)	CJ3	S-90
Conduct UFG IPRs (CJ3/CofS/CDR CFC/USFK)	CJ3	S-85/65/45
Start Federation Load Test (UFG)	KBSC	S-80
Final MSEL Review	CJ3/C/KBSC	S-80
Conclude SRMOA	CJ3	S-60
Publish STARTEX Book (if required)	CJ3	S-60
Publish Draft Control Plan and Simulation Control Plan	CJ3/C/KBSC	S-60
Lock databases and implement database Configuration management process (for KR/FE)	CJ3/KBSC	S-52
Publish Final Control Plan and Simulation Control Plan	CJ3/C/KBSC	S-45
Conduct Seminars (if required)	Staff/Components	S-10

STAGE 3: EXECUTION

<u>EVENT/PRODUCT</u>	<u>OPR</u>	<u>TIMING*</u>
Conduct Deployment	Participants	IAW TPFDD
Conduct Pre-Exercise Training	CJ3/C/KBSC	S-5
Conduct COMMEX/PE	C/KBSC	S-2
Conduct Exercise	CJ3/Participants	S thru E
Conduct AAR	CJ3/Participants	E+1
SROs Letter to CDR/CIG	SROs	E+2
Conduct Redeployment	Participants	IAW TPFDD

STAGE 4: POST EXERCISE ACTIVITIES AND EVALUATION

<u>EVENT/PRODUCT</u>	<u>OPR</u>	<u>TIMING*</u>
Submit AARB Inputs to CJ37	CFC/USFK Staffs and Components	E+15
Convene After Action Review Board (AARB)	CJ3	E+20

CDR's AAR Report	CIG	E+30
AARB Report	CJ3	E+30
Submit SJA AR to J7, USPACOM	CJ3	E+45
Training Proficiency/Readiness Assessments	CFC/USFK Staffs	E+45

TIMING*: S = STARTEX, E = Exercise, COM = Change of Mission, T = the first day of the calendar month in which deployment or redeployment begins (i.e. if deployment begins on 21 March, T-Day would be 1 March). NOTE: T-Dates will usually be different for deployment and redeployment.

b. The following milestones apply to key exercise events or products for RT. The OPRs and timing are provided as a planning guide. G3 Training & Exercise Division (G3-TD) will develop and publish Eighth Army milestone lists that identify specific dates and OPRs.

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Concept brief to CJ3	CJ37	RT-90
SDM due to CJ37	CJ2	RT-30
Publish LOI	CJ37	RT-30
Staff SDM	CJ37	RT-25
SDM approved by CJ3 and published	CJ37	RT-21
MSEL Conference	CJ37	RT-21
Finalize MSEL	CJ37	RT-18
Collect Exercise Controller Observer names	CJ37	RT-18
Observer training complete	Observers/CJ37	RT-3
Conduct AAR	Designated facilitator	RT+4

*RT = first date of execution

c. The following milestones apply to key exercise events or products that apply to Warfighter exercises. The OPRs and timing are provided as a planning guide. G3 Training & Exercise Division(G3-TD)will develop and publish Eighth Army milestone lists that identify specific dates and OPRs. Specifics of these events can be found in TRADOC Regulation 350-50-3, Battle Command Training program.

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
IPC/Site Survey with unit to establish	G3-TD	WFX-355

WFX facilities, power, and communication requirements

BLUFOR and OPFOR seminar scenario Developed	G3-TD/ G2/G5/FUPLANS OCR)	WFX-310/330
Concept Development Conference	G3-TD	WFX-300
BLUFOR and OPFOR seminar scenario Finalized	G3 -TD/G2/G5/FUPLANS OCR	WFX-280/290
Seminar Corps OPLAN developed; Unit seminar schedule developed	G3-TD /G5/FUPLANS OCR	WFX-220/240
Seminar participant itineraries to BCTP W/bios CG/MSO of Commanders to BCTP	G3-TD	WFX-210/225
Exercise Design Back-brief	G3-TD	WFX-190
Seminar coordination completed	G3-TD	WFX-185/190
Seminar	G3-TD	WFX-180
BLUFOR and OPFOR WFX scenario Developed	G3-TD /G2/G5/FUPLANS OCR	WFX-150/180
Higher HQ WFX directive developed; BLUFOR and OPFOR WFX scenarios Finalized to include TASKO and METL	G3 -TD / G2/G5/FUPLANS OCR	WFX-120/150
Higher HQ OPLAN developed	G5/FUPLANS	WFX-75/90
Higher HQ OPLAN to BCTP; WFX Unit SOPs to BCTP	G3-TD/ G5/FUPLANS	WFX-35
OPFOR campaign plan developed	G2	WFX-35
<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Higher HQ OPLAN issued to WFX unit (NET)	G5/FUPLANS	WFX-15
WFX unit and MSC OPORDs to BCTP	G3-TD	WFX-6
Division WFX	G3-TD	WFX 0/+5
Final Exercise Report (FER) prepared	G3-TD	WFX +6/10
FER to BCTP DCG-T	G3-TD	WFX +10/14

*WFX is first day of Warfighter

d. The following milestones apply to key exercise events or products that apply to the Eighth Army External Evaluation exercises. The OPRs and timing are provided as a planning guide. G3 Training & Exercise Division (G3-TD) will develop and publish Eighth Army milestone lists that identify specific dates and OPRs. Specifics of these events can be found in AK Regulation, 350-1.

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Warning Order to EXEVAL MSC Commander.	G3	E-270
Initial Planning Conference.	KBSC	E-210
Identify initial information (unit).		
- Commanders training objectives.	MSC	
- Mission Essential Task List.	MSC	
- Submit Tactical SOP (TACSOP) for KBSC review.	MSC	
- Submit OPLAN for KBSC review.	MSC	
Identify augmentation requirements.	KBSC	
Assign roles and responsibilities.	KBSC	
Mid Planning Conference	KBSC	E-120
Identify primary training tasks MEL.	G3-TD	
Identify scenario time frame.	G3-TD	
Request facilitator and observer package from CONUS.	G3-TD	
Publish KBSC Planning Guidance.	KBSC	
Identify exercise location.	G3 -TD	
Draft task organization for friendly Forces/OPFOR.	G3- TD /G2	
Task in-theater augmentation personnel (Controllers, Response Cell, etc.).	G3 TREX	
Identify personnel requirements (Gamers).	G3 TREX	
Identify data base requirements.	G3 TREX	
Identify communication requirements.	G3 TREX/G6	
Final Planning Conference	KBSC	E-30
Exercise Directive published.	G3 TREX	

Approve exercise scenario.	G3-TD
Draft OPORD (Unit).	G3/G5/FUPLANS
Draft AAR Collection Management Plan (CMP)	G3-TD
Finalize task organization for friendly forces/OPFOR.	G3-TD/ G2
Finalize personnel requirements.	G3-TD
Review database build status.	G3-TD/KBSC
Finalize OPORD/exercise scenario.	G3-TD/G5/FUPLANS
Finalize training plan for augmentees.	G3-TD/KBSC
Finalize OPFOR campaign plan.	G33
Finalize AAR CMP.	G3-TD
Publish road-to-war scenario.	G3/G5/FUPLANS/G2
Distribute communications plan.	G6
Issue warning order to exercise unit.	G33/G5/FUPLANS
Finalize database.	G3-TD

* E is the first day of the EXEVAL.

e. The following milestones apply to key exercise events or products that apply to the Eighth Army CPX exercises, Summer Breeze, Frigid Lightning and Twilight Calm. The OPRs and timing are provided as a planning guide. G3 Training & Exercise Division (G3-TD) will develop and publish Eighth Army milestone lists that identify specific dates and OPRs.

Summer Breeze

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Concept Development	G33/G3- TD	S-120
Concept brief to G3	G3-TD	S-100
IPR #1	G3-TD	S-70
IPR #2	G3-TD	S-45
Release Draft OPORD for staffing	G3-TD	S-45
Publish OPORD	G3-TD	S-35
IPR #3	G3-TD	S-20
Brief G3	G3-TD	S-10
Brief CoS	G3-TD	S- 5

Frigid Lightning / Twilight Calm

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Concept Development	G33/G3-TD	S-60
Concept brief to G3	G33/G3-TD	S-45
Publish EXDIR	G3-TD	S-35
IPR #1	G3-TD	S-21
Brief G3	G3-TD	S-10
Brief CoS	G3-TD	S- 8
IPR #2	G3-TD	S- 5

* Timing is from start of the exercise.

Section V

PLANNING CONFERENCES

22. GENERAL. Exercise planning is accomplished through the execution of three major planning conferences: the IPC, the MPC and the FPC. Each planning conference has specific objectives and is conducted on a timeline that allows successful exercise planning and execution. The participants and length of the conferences is dependant upon the type and level (CFC, Eighth Army, WFX, etc) of the exercise. Funding for participation in planning conferences is a unit responsibility.

23. INITIAL PLANNING CONFERENCE (IPC).

a. The IPC sets the stage for a successful exercise. The IPC includes representatives from the Eighth Army staff, major participating units, off-peninsula force providers and other organizations supporting and/or participating in the exercise.

b. The IPC normally consists of three major parts. The first part is a series of briefings on the exercise concept and initial planning requirements. This is followed by functional-area workshops where detailed planning and coordination are accomplished. Finally, a back-brief by each functional area workshop chairman is presented when future planning requirements and milestones are established. The applicable workshops will be conducted, as required, for Eighth Army level exercises.

c. Each exercise has its own unique functional area workshop requirements; however, the following are normally included:

(1) The US and ROK augmentees. An objective of the IPC is to confirm all augmentation requirements. These requirements include: battle staffs; exercise control, observation and evaluation; logistic support to exercise participants; the OPFOR; and any other exercise unique manpower requirements.

(2) Intelligence Scenario. Develop a realistic STARTEX contingency and/or crisis situation and potential follow-on intelligence play during the exercise. This builds upon the scenario and road to crisis developed earlier during concept development.

(3) Exercise Participant Support. This workshop delineates how the exercise players will be supported. This workshop consists of three main topics:

(a) Logistics. Develop the initial plans and responsibilities for providing transportation, billeting and messing for exercise participants.

(b) KR/FE. Develop the initial plans and responsibilities for the reception, transportation, inprocessing, transfer to final exercise location, accountability, and redeployment for incoming units and individual augmentees.

(c) Strategic lift. The G5/FUPLANS is the Eighth Army point of contact (POC) for the exercise participant Force Flow. The G5/FUPLANS identifies initial requirements for deploying off-peninsula exercise participants, to include budget or ceiling for Eighth Army participants, movement windows, Aerial Ports of Embarkation/Debarcation (APOE/D) and validation milestones.

(4) Simulation. Coordinate the details of simulation support including database build requirements, gamer and player requirements and locations, and technical support and communications requirements.

(5) Communications. Identify the C4ISR requirements and develop the draft C4ISR network architecture to support the exercise information exchange requirements. The networks developed during the IPC include, but are not limited to: GCCS, GCCS-K, CENTRIX-K, Theater Secure Video System (TSVS), Secret Internet Protocol Router Network (SIPRNET)/Secret Wide Area Network – Korea (SWAN-K), Theater Battle Management Control System (TBMCS), Pacific Automated Secured System Korea (PASS-K), Tri-Service Tactical Communications Systems, Ground Mobile Forces, Defense Messaging Service (DMS) architecture and associated Combined/Joint Single Channel Radio networks. Planning must include connectivity, crypto key, personnel/administrative support and transportation. Since the systems on hand are all that will be available, the plan to relocate assets during crisis and war must be executed during exercises.

d. The G3 Training & Exercise Division (G3-TD) will publish an IPC summary following the conference documenting the known exercise details and issues along with the appropriate responsible staff and/or unit. This summary provides the road map for working exercise issues between the IPC and the MPC. The G3 Training & Exercise Division(G3-TD)action officer will provide input to the USFK messages, EXSUMs or memorandums as appropriate.

24. MID-PLANNING CONFERENCE (MPC). The MPC is the forum in which to make mid-course corrections and further coordinate exercise planning requirements. By this time, the draft EXDIR will be in final coordination and specific exercise details can be discussed. The MPC is the final step in the Planning Stage and begins the transition to the Exercise Preparation Stage. The applicable workshops will be conducted, as required, for Eighth Army-level exercises.

a. G3 Training & Exercise Division (G3-TD) will provide the latest information on the exercise scenario and concept of operations. Key functional managers will brief the status of their preparations. This will be followed by a series of workshops and back briefs similar to those of the IPC.

b. A draft EXDIR will be available prior to the MPC. By the close of the MPC, exercise objectives, operational and intelligence scenarios, STARTEX assumptions, and number of exercise participants should be established. Requirements for logistical support, C4ISR network architecture, simulation, airlift, command and control, and funding also should be near final resolution.

c. Exercise participant workshop goals are to document and validate 80% of Force Flow to include life support planning details. For KR/FE/FE and UFG MSCs will have validated augmentation requirements and will have determined what can be sourced on peninsula.

d. The G3 Training & Exercise Division(G3-TD)will publish an MPC summary detailing the progress of exercise planning and those issues (and responsible agencies) still requiring further development and coordination. The G3 Training & Exercise Division(G3-TD)action officer will provide input to the USFK messages, EXSUMs or memorandums as appropriate.

25. FINAL PLANNING CONFERENCE (FPC).

a. The FPC is the final opportunity for the exercise planning community to coordinate any last minute developments and review the status of preparations. The FPC is the forum in which milestones receive a final review and update, operations orders and plans are distributed, gamer augmentees and AAR observer manning is completed, and the AAR Collection Management Plan is approved. Key actions are Time-Phased force and Deployment Date (TPFDD) validation, MSEL review and finalization of Life Support requirements.

b. The G3 Training & Exercise Division (G3-TD) will brief the operational overview of the exercise; staff and MSC representatives will brief their supporting plans as required. The FPC workshops will finalize execution details. The EXDIR and SDM will be published and disseminated/ distributed. A draft control plan will be available. Participants will have validated strategic airlift for deployment and redeployment, if required. As the last opportunity to share and discuss exercise information and resolve issues as a complete planning staff, the FPC should be conducted before final transportation requirements are validated to USTRANSCOM for transportation scheduling.

c. The G3 Training & Exercise Division (G3-TD) will publish a FPC summary at the conclusion of the conference. The G3 Training & Exercise Division (G3-TD) action officer will provide input to the USFK messages, EXSUMs or memorandums as appropriate.

26. EXERCISE PLANNING STAFF (EPS).

a. Definition. Because effective exercise design and successful execution depend on the close coordination and cooperation of functional area experts from the Eighth Army staff and MSCs, the G3 Training & Exercise Division (G3-TD) will form a EPS for each exercise. The EPS is the backbone of the exercise planning community and meets before each major planning conference -- and additionally as required -- to ensure each staff responsibility is properly coordinated. Staff agencies and MSCs will identify a representative to participate in the EPS for exercise issues and/or activities associated with their functional area. Planning for exercises occurs concurrently and each exercise has a different focus. Therefore, when possible, staff agencies and MSCs should designate a separate EPS representative for each exercise.

b. Responsibilities. Exercises are designed to train personnel on standing operating procedures (SOP), warfighting systems and processes. Since the Eighth Army Staff sections and MSCs are responsible for developing and managing these SOPs, warfighting systems and processes, EPS representatives must be able to contribute their staff agencies' and MSC functional knowledge and expertise to the entire exercise planning process. Each EPS representative also must be familiar with the contents of this regulation, especially the responsibilities outlined in Chapter 3.

27. SUMMARY. The successful execution of exercises relies heavily on the full support of participating staffs and MSCs during the planning conferences. Not all of the events listed above are required for all exercises. The G3 Training & Exercise Division (G3-TD) will publish the appropriate documents (Initiating Directives, Warning Orders, Exercise Directives or Fragmentary Orders) as required to identify the conferences and tasks require

Section VI

EXERCISE PARTICIPANT SUPPORT

28. GENERAL. Effective and efficient deployment and KR/FE of augmenting US forces are fundamental to the defense of the ROK. CFC and USFK exercises provide valuable training opportunities for agencies and staffs responsible for planning operations to implement the KR/FE of participating individuals and units. When possible, the planning and execution of an exercise deployment will be conducted by those responsible for crisis-related deployments. This chapter outlines the requirements and responsibilities for reception operations to support the arrival and departure of individual and unit personnel in the KTO for CFC/USFK exercises. It provides the mechanics of how exercise support will be organized and controlled and defines the operations of the Joint Reception Centers (referred to from here on as JRCs) and the responsibilities of the joint staffs and services. Details on CJ staff responsibilities can be found in CFC/USFK Regulation 350-1.

a. USFK is responsible for planning and supervising the exercise deployment, reception, onward movement, maintaining accountability, life support, and redeployment during exercises just as they are responsible during wartime. As a component of USFK, Eighth Army plays a vital and critical role supporting exercise participants. This responsibility is separate from those of the Strategic Deployment Management Team that focuses on the exercise scenario's simulated OPLAN requirements. Individuals may be required to perform functions on both teams.

b. Exercise Participant Support Mission. USFK brings the right personnel to participate in exercises, uses them effectively, supports them professionally, and sends them home expeditiously. USFK is defined here as the USFK staff and the USFK Service Components: Eighth Army, 7 Air Force (AF), Commander, Naval Forces Korea (CNFK), MARFORK and Special Operations Command, Korea (SOCKOR). Mission essential tasks include:

- Source/Task/Invite Valid Exercise Participants
- Provide Strategic Lift to and from Korea
- Receive and In-Process
- Onward Move
- Provide Life Support
- Provide Sponsorship/Supervision
- Maintain Accountability
- Redeploy

c. Concept of Operations. The exercise participant support mission is coordinated during exercise planning conferences. During execution, the appropriate staff members will stand up a continuously operating command and control cell to monitor and coordinate deployment, KR/FE and redeployment operations. The Exercise Participant Support Plan is developed during the IPC, refined at the MPC and finalized at the FPC.

29. RESPONSIBILITIES. The following responsibilities amplify those listed in Chapter 3 of this regulation.

a. G1 --

- (1) Coordinates closely with G3 Training & Exercise Division (G3-TD) to ensure augmentation sourcing is appropriate, realistic and supportable.
- (2) Provides staff oversight of units providing personnel and support to the reception centers as required.
- (3) Receives a roll-up of all exercise participant numbers including active units, ODT, individual augmentees, and Individual Mobilization Augmentation (IMA) from each of the reception center locations. Reports projected participation of Eighth Army to the G3 Training & Exercise Division (G3-TD) throughout planning conferences. Reports will be submitted to J1 one week after the conclusion of each planning conference.
- (4) Establish accountability and collect IMA/Individual Ready Reserve (IRR) evaluation reports (such as the Army OER and NCOER).
- (5) Participates as a member of the EPS during all Planning Conferences and other planning meetings.
- (6) Acts as Lead Service for designated A/Seaport of Debarkation (SPODs) during exercise for all Eighth Army exercise participants. Reception centers will inprocess and gain initial accountability of their respective component augmentation and submit arrival and departure information daily to the USFK Main.
- (7) Assists the J1 in planning for reception centers and how to account for their respective Eighth Army participants.

b. G3 Training Division (G3-TD)--

- (1) Provides additional guidance as required concerning exercise participant support in the EXDIR.
- (2) ICW G5/FUPLANS, validates Eighth Army requirements for Strategic Airlift and Sealift to CJ37.
- (3) ICW G5/FUPLANS, monitors the data entries into exercise Plan Identification Number (PID).
- (4) Ensures a support plan to accomplish FTX-related training support is provided by the appropriate staff section or MSC.
- (5) Assigns a single POC for coordinating all exercise participant support and provide name to the USFK MAIN CP Exercise Support Function NLT the conclusion of the IPC Exercise Participant Support Workshop.
- (6) Assists CJ37 in coordinating support from Eighth Army assets.
- (7) Ensures augmentation to the Arrival/Departure Airfield Control Group (A/DACG) at Osan AB and other APOE/Ds as directed.
- (8) Ensures that US Army Garrison is responsible for each LSA and appoints a "Mayor" IAW the EXDIR. This will ensure that life support conditions are maintained and overall logistics and administration for exercise participants are managed.

c. G4—

- (1) Prepares, coordinates and monitors the logistics support plan.
- (2) Provides staff supervision of logistics support and transportation movements to/from Korea.
- (3) Develops the concept and provides staff supervision of LSAs for all US personnel in Army LSAs. Ensures a support plan is provided to include food services and furniture support at all exercise sites and LSAs. Submits consolidated support budget estimate to the G3-TD.
- (4) ICW J4, receives from each Service Component representative support requirements including the duty location/life support location of all exercise participants requiring space in Army LSAs.
- (5) Participates as a member of the EPS during all Planning Conferences and other exercise meetings.
- (6) Provides manning, if required, for the USFK Exercise Support Cell prior to arrival of the first augmentee through departure of the last augmentee.
- (7) Ensures transportation agents are provided at reception centers to coordinate on peninsula long haul transportation requirements for exercise individual and unit augmentation.
- (8) Inspects Army LSAs prior to STARTEX to ensure compliance with Eighth Army standards outlined in Appendix C.
- (9) Coordinates billeting, messing and transportation support for all USFK/Eighth Army augmentation and deployed unit exercise participants on US Army bases in Korea and other locations as directed.
- (10) Coordinates Joint Life Support requirements with J4.

d. G5/FUPLANS--

- (1) Conducts a technical review of the Force Flow and provides results via the appropriate newsgroup.
- (2) Validates Eighth Army requirements for Strategic Airlift and Sealift through G3 Training & Exercise Division(G3-TD)for submission to CJ37.
- (3) ICW G3 Training & Exercise Division (G3-TD) monitors the data entries into exercise PID.
- (4) Participates as a member of the EPS.

e. G6--

- (1) Participates as a member of the EPS.

(2) Facilitates submission of service requests for communications support.

30. AUGMENTATION PLANNING. Transitioning from the Armistice manning levels to simulated wartime environments requires augmentation in many different functional areas. An exercise control organization and an observer assessment system for AARs are required for all exercises. Augmentation requirements usually involve sourcing from both the Active and Reserve Components. The augmentation process crosses several command channels and requires careful advance planning to ensure the augmentee receives meaningful training and performs the right tasks to achieve exercise training objectives.

a. Determining requirements. The G3 Training & Exercise Division (G3-TD) will consolidate augmentation requirements. All requestors must ensure requests are for only those requirements absolutely critical to mission success. Requests for augmentees to fill unit manning document shortfalls are not authorized.

b. Validating requirements. The G3 Training & Exercise Division (G3-TD) will validate all individual augmentation requirements.

c. Sourcing requirements. Once validated, the G3 Training & Exercise Division (G3-TD) will coordinate with the OSD/G1 to determine the sourcing of personnel requirements.

(1) In-country Sourcing. This process formally begins after the requirements are validated.

(2) PACOM Sourcing. Requirements that cannot be filled by in-country resources will be forwarded to USFK J1 who will, in-turn, submit the requirements to PACOM J1.

(3) Reserve Component Sourcing. Augmentation requirements may be sourced from Reserve Components. This includes the IRR and IMA programs. The use of Reserve Component personnel requires prior planning and programming with the appropriate HQ to ensure adequate funding and man-days are available. This must be accomplished at least eighteen months in advance.

d. Sponsor Responsibilities. Every request submitted by a staff section or KBSC must identify a sponsor who is responsible for the individual's in-country sponsor support to include: as a minimum, meeting and pick-up at the reception or LSA, orientation training, security access, billeting, messing and transportation. Sponsors must ensure the augmentee receives adequate support, training, and an end of tour performance report, if required. Sponsors are also responsible for coordinating redeployment of all their assigned augmentees.

31. DEPLOYMENT. Most CFC/USFK level exercises involve US forces that deploy to Korea via strategic airlift and/or sealift. These movements are planned IAW JOPES using the GCCS. The detailed deployment process for CFC/USFK exercises can be found in CFC Reg 350-1.

32. REDEPLOYMENT. Redeployment of off-peninsula exercise participants requires the same coordinated activities as deployment. The detailed redeployment process for CFC/USFK exercises can be found in CFC Reg 350-1.

33. JOINT RECEPTION CENTERS (JRC). For CFC/USFK exercises only, Eighth Army will augment JRCs with oversight by USFK J1 to in-process and gain initial accountability for all exercise participants arriving for the exercise. Principal functions of JRCs include:

- a. Establish initial accountability of all incoming augmentees, to include obtaining copies of travel orders and preparing a Locator Card on each individual. Ensure each augmentee has a valid sequence number and unit line number on his or her individual orders.
- b. Notify sponsor of augmentee arrival.
- c. Validate duty locations and messing status.
- d. Provide a briefing explaining the US-ROK SOFA and provide a SOFA card to each off-peninsula augmentee. Collect critique sheets upon departure.
- e. The 25th Transportation representative and the life support area representative, ensure transportation messing, and billeting requirements are arranged for augmentees.
- f. Coordinate with the A/DACG to ensure manifest baggage handling and incoming/ outgoing passenger processing are accomplished. The A/DACG works for the service component who owns the A/SPOD.
- g. Assist the USFK J4 in disseminating redeployment instructions to local reception centers.

34. PRIORITY OF LIFE SUPPORT. Priority of life support is as follows:

- a. Off-peninsula units and personnel.
- b. On-peninsula augmentees to higher headquarters.
- c. On-peninsula units supporting the exercise that do **not** have tentage or field equipment organically assigned.
- d. On-peninsula units supporting or participating in the exercise that do have tentage and field equipment organically assigned. Space will be assigned to these units on a first come first served space available basis.

35. EXERCISE LIFE SUPPORT STANDARDS.

See Appendix C for Exercise Life Support Standards.

Section VII EXERCISE CONTROL

36. GENERAL. Each exercise requires a control mechanism to ensure the scenario and exercise portray a realistic training environment which achieves all training objectives. The exercise design will determine the scope of control and may include various forms of simulation and/or field training force-on-force control.

37. CONTROL PLANS. Exercises require a dedicated, specially designed exercise control plan to coordinate the scenario, events, friendly and OPFOR actions, and other influencing activities that create and maintain a realistic warfighting environment in which the command can attain its training objectives. Each exercise's control plan will differ, but normally includes the control concept, organization, functions, responsibilities, and procedures. Simulation supported exercises may require a separate simulation control plan to provide control guidance to each simulation center and technical services support agency.

a. MSEL. Exercise control mechanisms may include a MSEL. The MSEL items supply additional "sights and sounds" of the battlefield that simulation modeling cannot fully provide. Respective staff proponents develop and coordinate specific MSEL items. The KBSC will consolidate all MSEL items. During exercises, a "MSEL Cell" and/or an "Intel Control Cell" may be designated and will provide quality control by supervising the insertion of each MSEL to drive desired player actions.

b. Scripting Cell. An exercise may also incorporate a "scripting cell." Like the MSEL, scripting provides exercise controllers another means by which to insert the "sights and sounds" of the battlefield required to drive training objectives. Unlike the MSEL, scripting provides a more dynamic capability because the cell consists of several functional area experts who create the script as the scenario develops during exercise play. Special care must be taken to properly coordinate scripted events to ensure the players are continuously provided a realistic and challenging exercise scenario. Scripters must also pay close attention to the MSEL to ensure that scripted inputs do not conflict with MSEL inputs.

c. Exercise MSEL/Scripted Event Messages. All exercise event messages will be classified in accordance with the USFK classification guidance. IAW the USFK Classification guidance, references to collection methods (IMINT, SIGINT, HUMINT, etc.) will not be utilized in the scripting of messages. References to the word "source(s)" will not be utilized in the scripting of messages. Classification code words/caveats will not be utilized in the scripting of messages. Messages will be transmitted on the appropriately classified systems. Telephonic message traffic will use devices/equipment that supports the classification of the message.

38. EXERCISE CONTROL STAFF (ECS). For all exercises, an ECS will be established to provide exercise oversight and control capability for the designated Exercise Director. For smaller exercises, the ECS will be sufficient to monitor exercise activities and insert controller inputs. For larger exercises, especially those involving simulation, a multi-functional control infrastructure must be established to maximize all control aspects of the exercise. These functions are heavily reliant on individual augmentation for exercise control architecture throughout the command and will be tailored to each exercise's specific control requirements.

a. Selection. Since there is not an established exercise control agency, Eighth Army relies on augmentation from within the command and from off-peninsula to provide the personnel and functional area expertise required to control the exercise. Eighth Army G3 will approve the

selection of the most critical controller assignments. Other controller positions will be carefully screened during the sourcing process to ensure highly qualified individuals are assigned to key billets. Each staff section and MSC should ensure a highly qualified controller is representing their respective functional area to ensure realistic and meaningful exercise.

b. ECS Members and Responsibilities.

(1) Exercise Director/Deputy Exercise Director. An Exercise Director and Deputy Exercise Director will be identified for each exercise. Their responsibilities are:

- Define the exercise training objectives.
- Approve the exercise scenario.
- Approve OPFOR Campaign Plan.
- Allocate resources.
- Direct the exercise.
- Provide direction and guidance to the Chief Controllers and the AAR Facilitator.

(2) Chief Controllers. Chief Controllers may be designated for an exercise. Their responsibilities include:

- Control the exercise to meet the Exercise Director's training objectives.
- Provide direction and guidance to the control staff during the Chief Controller Updates and at other times as required
- Make exercise control decisions and delegate decision authority as appropriate.
- Exercise control that is responsive to the Exercise Director and direct the technical/human functions required to conduct the exercise.
- Facilitate dissemination of operational guidance to the exercise control staff and the training audience leadership, as well as providing personal guidance to conduct the exercise.
- Approve the use of chemicals by the OPFOR.

(3) Senior Controllers. Senior Controllers may be designated for an exercise. Their responsibilities include:

- Coordinate the activities of the ECS in accordance with the guidance of the Exercise Director and Chief Controller.
- Provide overall direction to the ECS.
- Ensure scheduled Chief Controller Updates are properly prepared and executed.
- Support AAR operations.
- Solve exercise/player problems and concerns.
- Conduct coordination between Controllers and Simulation Controllers as necessary to ensure the exercise proceeds in such a way that all training objectives are accomplished.
- Provide a means to address player concerns during the exercise.
- Anticipate and plan future control operations (beyond next 24 hours).
- Manage Exercise Storyline.
- Closely monitor training objective and Mission Essential Task (MET) accomplishment.

- Lead in developing remedial control actions when off plan or in response to emerging guidance.
- Coordinate closely with AAR Team to include reviewing and recommending adjustments to the Collection Management Plan.

(4) Other controllers will be provided as required to support the Chief and Senior Controllers in executing their responsibilities. The Exercise Control Plan developed for each exercise will provide the organizational structure for the ECS and the detailed responsibilities of each member of the control staff. The ECS may include the following additional members:

(a) ECS Operations Support Section normally composed of personnel from G3 Training & Exercise Division(G3-TD)and the KBSC.

(b) Assistant Senior Controllers and Functional Controllers. Assistant Senior Controllers may be required to support Senior Controllers. They are assisted by other functional controllers to include: a control section at each simulation center, Senior Ground Controller, Air Controller, Logistics Controller, Personnel/NEO Controller, Intelligence Controller, MSEL/Scripting Cell, TMD Controller and other functional controllers as deemed appropriate for the exercise.

(c) Commander, Opposing Force (COMOPFOR). The COMOPFOR is normally the Chief of the OPFOR Branch in the KBSC.

(d) Simulation Controller. The Simulation Controller is the KBSC Director. His KBSC Deputies are the Deputy Simulation Controllers. The Simulation Controller is supported by the Instructor/Controllers and the Technical Control Staff from the KBSC.

(e) Senior Observers/AAR Facilitator. Senior Observers and AAR Facilitator are normally retired US General Officers or other senior officers approved by the Exercise Director. They are responsible for collecting observations during the exercise and developing and facilitating the scheduled AARs. They will coordinate with the Exercise Director and Chief/Senior Controller throughout the exercise to ensure appropriate focus of the AAR Team.

d. Training. Prior to each exercise, the KBSC will ensure controllers receive appropriate training on controller responsibilities and other critical aspects required to control the exercise. Where possible, distributed and web based training will be employed.

(1) Formal training conducted by the KBSC that addresses the following topics:

- Exercise Overview.
- Orientation on controller organization and duties.
- Senior Controller Synchronization meeting.
- Specific functional controller responsibilities.
- Command Relationships.
- Threat Overview.
- OPLAN Overview.
- Summary of major training events requiring controller emphasis.
- Simulation crash procedures.
- OPFOR Campaign Plan/OPFOR Control.
- MSEL Process.

- White Cell Briefing.
- Simulation Control Systems Overview.
- Combined Exercise Information System (CEIS) Training.
- Other training as required.

(2) Senior Controller Time. After completion of formal controller training, time will be provided for the Senior Controller to meet with each of his subordinate controllers. During these meetings, the subordinate controllers will brief the Senior Controller on his control cell organization and how he will accomplish assigned duties. This will provide the Senior Controller the opportunity to discuss any special guidance and ensure all controllers understand their duties.

(3) Practice Exercise (PE). The PE will be conducted prior to STARTEX. In addition to providing the opportunity to validate the performance of the simulation models and gamer training, the PE will allow controllers to validate their control procedures and rehearse the Chief Controller Update.

Section VIII

POST-EXERCISE ACTIVITIES AND ASSESSMENTS

39. GENERAL. A major part of every exercise is capturing issues and “lessons learned.” The Post-Exercise and Assessment Stage is principally concerned with identifying and compiling these issues and lessons learned so that they may be shared with other commands and used internally to improve readiness and hone warfighting skills. Eighth Army post-exercise activities will normally follow the procedures listed for CFC and USFK exercises, however, these activities may be modified for the level of the exercise. Specific instructions will be provided in the appropriate exercise documents. For CFC and USFK exercises, this stage includes the following processes:

- a. AAR. While the AAR is actually conducted during the execution stage, it is addressed in this chapter since it contributes to development of lessons learned.
- b. Senior Retired Officers (SROs) Letter Report
- c. AAR Observer Observations
- d. After Action Review Board (AARB)
- e. Joint Lessons Learned Program(JLLP).

40. AFTER ACTION REVIEW (AAR).

a. AAR Concept of Operations. As directed, KBSC Exercise Analysis Branch will draft the AAR Concept of Operations based on the scope of the exercise and the resources required to support it. Key criteria are the exercise objectives, training objectives, training audience, training method (CAX, FTX, etc.), duration of the event, geographic distribution of the event, available personnel, and number and type (formal or informal) of facilitated AARs requested. Key actions include:

- (1) Analyze command documents, METL, previous lessons learned, and doctrine.
- (2) Review the EXDIR (Exercise Objectives), SOPs and operations orders.
- (3) Identify AAR observer requirements, augmentation, communications, and administrative/logistics support requirements.
- (4) Develop preliminary training requirements for observers and augmentees.
- (5) Observe the exercise and develop/facilitate AAR discussions that focus on critical warfighting issues and how to improve capability.
- (6) Ensure SROs provide written feedback on the exercise.

b. AAR Collection Management Plan. As directed, KBSC will prepare the AAR Collection Management Plan. This plan is exercise-specific and addresses each training objective in task, conditions, and standard format. The tasks are related and consistent with the METL tasks, the conditions are unique to the event, and the standards are based on command specific standards. The Collection Management Plan serves the following purposes:

- (1) Focuses observer training.
- (2) Provides a basis for comparing SOPs, doctrine, war plans and operations orders.
- (3) Provides a framework for organizing and directing the collection of both simulations generated and observer collected data.
- (4) Serves as the basis for the facilitated AARs.

c. AAR Execution: AARs are critical training events designed as learning sessions for the commander and the training audience. Their purpose is to enhance combat readiness and effectiveness through an evaluation and feedback process -- not to find fault with any particular individual and/or agency. They capture positive training results and identify training and readiness issues that impact warfighting capability. AARs may be either formal (facilitated) or informal; Eighth Army exercises will include both where practical. The Eighth Army G3, in coordination with the Exercise Director, will determine the number of formal AARs to be conducted during the course of the exercise. The AAR Collection Management Plan lays the foundation for the formal AARs presented to the Exercise Director.

(1) Observers. Formal AARs depend on functional area experts to observe and analyze exercise activities and to develop meaningful topics for feedback and discussion. The KBSC will ensure that all augmentees participating as observers receive the proper training in order to perform their duties. Observers will report as directed in the AAR Collection Management Plan.

(2) Facilitator. The Facilitator is the senior officer responsible for the AAR operation and its products. He is selected by the Exercise Director. He ensures that data is collected on every training objective and compared to its performance standard. He is responsible for ensuring that the AAR Team follows the procedures set forth in the Collection Management Plan and complies with special instructions from the Exercise Director.

41. SENIOR RETIRED OFFICERS (SROs) LETTER REPORT. The SROs report their assessments and recommendations to the commander in an unformatted letter. In addition to exercise objectives, it will address other topics identified by the Exercise Director. Feedback is not limited to the scope of the exercise. While the formal AAR may focus only on certain issues, the SRO letters can address a broader range of topics.

42 AAR OBSERVER OBSERVATIONS. The observer observations will be provided by the KBSC to the G3-TD. These observations will serve as anecdotal feedback for the Eighth Army staff and MSCs for consideration during subsequent staff and MSC METL assessments.

43. AFTER ACTION REVIEW BOARD (AARB). When required and convened, the G3 Training & Exercise Division (G3-TD) is the OPR for this event. The AARB will be formed to validate the issues and lessons learned identified and recommend the disposition of each issue or lesson learned. The following guidance will be utilized in preparing for and executing the AARB:

a. When directed, G3 Training & Exercise Division (G3-TD) will scope/host and conduct an AARB NLT 20 days after end of exercise (ENDEX) to discuss lessons learned and issues that will enhance Eighth Army combat effectiveness and exercise design. Lessons learned and issues must meet the following criteria:

(1) Addresses an unresolved issue that has significance and impacts on one or more staff sections or MSCs in performing a mission essential task to standard. Issues that are strictly internal to the submitting MSC or staff section should not be submitted.

(2) Describes a lesson learned based on a successful action that should be sustained or a problem encountered and the positive action the participant took to bypass or alleviate it.

b. Lessons learned and issues will be submitted to G3 Training & Exercise Division (G3-TD) via the appropriate system email NLT 15 days after ENDEX or as directed in the EXDIR. G3 Training & Exercise Division (G3-TD) will convene the AARB to review the submitted lessons learned and issues and determine those that will be forwarded to the Eighth Army G3 for tasking and follow-up updates.

c. Instructions for submission and formats required will be published in the appropriate exercise documents.

d. Exercise Design Related Observations. In addition to training-related observations focusing on the attainment of stated training objectives, the staff sections and MSCs submit observations directly related to the exercise design itself such as the staffing of the ECS with the correct grade and skill to accomplish the mission, realistic design of the exercise, the effectiveness of a particular simulation model, or the efficiency of augmentee training.

44. JOINT LESSONS LEARNED PROGRAM (JLLP). The JLLP is the US process established for the collection and dissemination of observations, lessons learned and issues generated by joint exercises. IAW Chairman Joint Chiefs of Staff Instruction (CJCSI) 3150.25B (Joint Lessons Learned Program), the Joint AAR Report (JAAR) is the standard method used to capture significant exercise warfighting issues and lessons learned. Eighth Army staff and MSCs will submit JLLP inputs through G3 Training & Exercise Division (G3-TD) Exercise Branch to the CJ37.

Section IX EXERCISE DOCUMENTS

45. GENERAL. The size and complexity of exercises require clear and concise guidance documented in a logical and readily available format to ensure the combined efforts of all responsible agencies contribute to effective and efficient mission execution. The following products provide exercise-specific information to assist those involved in the planning, execution, or evaluation of an exercise. All of these documents are not required for each exercise.

46. EXERCISE DIRECTIVE.

a. General. The EXDIR formalizes work already accomplished in concept development, EPS meetings and other planning conferences. It facilitates further planning and provides appropriate guidance for the execution and evaluation of the exercise. The G3 Training & Exercise Division (G3-TD) prepares the directive for Eighth Army G3 review and approval. Other Eighth Army staff sections are responsible for preparing their respective sections and annexes. The directive is distributed to all exercise participants and supporting units and

agencies. Timely compliance with the actions and responsibilities set forth in the EXDIR is absolutely essential.

b. Requirements. The EXDIR contains details of the exercise concept to include: purpose, objectives, scenario, assumptions, participants, locations and dates. The G3 Training & Exercise Division (G3-TD) will prepare the base directive; responsible staff agencies will develop appropriate annexes as directed in this chapter and in exercise letters of instruction. Initial coordination usually begins after the IPC with a final draft ready for final coordination following the MPC.

c. EXDIR Format.

(1) General. This section provides guidance on the format and contents of the EXDIR. The following sections and annexes represent those that are common to all exercises. Planners may include additional annexes and/or appendixes as required to amplify information presented in the Basic Directive or to publish additional guidance altogether. Offices of Primary Responsibility (OPRs) for content in addition to that listed in this appendix will be established in EPS meetings or exercise LOI.

(2) Base Directive (OPR: G3-TD). The Base Directive includes, as a minimum, the following sections:

(a) Situation. A detailed description of the exercise to include the following: sponsoring command, training audience, purpose and exercise overview; type and nature of enemy forces; friendly forces and command relationships, including supporting combatant commands and relationships; assumptions relevant to the scenario and Road-to-Crisis; legal considerations, both real world and scenario-related; and exercise objectives, training objectives and focus areas.

(b) Mission. Full mission statement including who, what, where, when, and why.

(c) Execution. Provides detailed guidance for planning the exercise. Specifies goals and areas of emphasis for various participants, outlines specific tasks and responsibilities for each of the staffs and units required to plan and conduct the exercise and provides coordination instructions. This section also identifies the model or simulation to be used.

(d) Administration and Logistics. References the EXDIR's Logistics and Personnel Annexes (Annexes D and E) and other annexes as required.

(e) Command and Signal. Includes physical locations of the command and control/headquarters structure and references the C4ISR within Annex K.

(f) Staff Annexes

(1) Annex A - Task Organization (OPR: G3-TD). Provides a list of exercise participating units.

(2) Annex B - Intelligence (OPR: G2). Provides information on intelligence references to be used, G2 training objectives, reporting requirements and organizational responsibilities.

(3) Annex C - Operations (OPR: G3-TD). Provides operations information in addition to that contained in the basic directive. Detailed information (personnel taskings, STARTEX book, etc.) is located in appendices to Annex C.

(4) Annex D - Logistics (OPR:G4).

(a) Provides details on the logistic support of US participants to include billeting, messing, transportation and Life Support Area arrangements.

(b) Provides details on the logistic support of ROK participants, if required.

(c) May include additional appendixes as required on such topics as deployment/redeployment planning and execution operations and A/DACG operations.

(e) Provides information on exercise events such as WHNS and Army Prepositioned Stocks draws (APS-4).

(5) Annex E - Personnel (OPR: G1).

(a) Provides administrative guidance to exercise participants on such topics as postal and financial support; MWR; SOFA; and ration control.

(b) Describes the operations of the reception centers.

(c) Provides instructions and formats for personnel-related reports such as the Accident Report, Participation Report, and Personnel Status (PERSTAT) Report.

(d) May include appendixes on Letter of Input, religious support, etc.

(6) Annex F- BCTP Support (OPR: G3-TD). Provides information on BCTP exercise support.

(7) Annex K - Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) (OPR: G6). Provides detailed information required to install, operate, and maintain the C4ISR network architecture required to support exercise information exchange requirements.

(8) Annex L – ARFOR NEO (OPR: G5/FUPLANS). Provides information on ARFOR NEO exercise support.

(9) Annex S – Safety (OPR: Eighth Army Safety Office). Provides information on protecting the force from accidents and integration of risk management into the exercise.

(10) Other Annexes may be used as required.

47. EXERCISE PLAN (EXPLAN).

a. General. An EXPLAN is required for those exercises that are not based on existing OPLANs applicable to the training scenario. The EXPLAN provides all the required information normally documented in an OPLAN.

b. Requirements. The EXPLAN provides the exercise situation, applicable mission statement(s), task organization, administration, logistics guidance, and command and signal information.

c. Format. The EXPLAN format will be based on exercise unique requirements.

48. STARTEX DOCUMENTS.

a. General. Most exercise scenarios establish several starting conditions, which enhance the training opportunities during exercise play. Since these conditions (i.e. enemy and friendly situations, unit locations, strengths, Forward Edge of the Battle Area (FEBA) location, etc.) often vary from the current situation and are not uniformly known to all exercise participants, a STARTEX document (or documents) is required to ensure all players possess the same information.

b. Requirements. The size and scope of the exercise will determine the STARTEX document requirements. Most exercises require, as a minimum, a SDM which “sets the stage” for enemy and friendly activities and/or situations that initiate the exercise. The SDM is a combination of an intelligence summary and operations situation. For complex simulation driven exercises such as UFG, STARTEX documents normally include a STARTEX Book that portrays both friendly and enemy unit task organization, location and strength as well as a FEBA trace. This comprehensive data is critical in synchronizing computer databases with exercise player command and control systems.

c. Format. Exercise requirements will dictate the format; however, “user friendliness” should be the basis for document design.

49. EXERCISE MEMORANDUM OF AGREEMENT (MOA).

a. General. The MOA implements the TROKA and Eighth Army MOA governing the planning and execution of major 2nd (US) Infantry Division exercises. The MOA must be submitted to SJA for legal review prior to signature by the Eighth Army Commander.

b. Requirements. The MOA provides exercise details and requirements including purpose, dates, objectives, conceptual scenario, geographical areas, approximate force levels and task organization, and support and coordination requirements of US and ROK organizations. G3 Training & Exercise Division (G3-TD) receives input from 2nd (US) Infantry Division on TROKA exercise support requirements. The MOA should be signed NLT 120 days before STARTEX.

c. Memorandum of Agreement (MOA) Format.

(1) Purpose. The {Exercise name and year} MOA establishes the exercise purpose, dates, objectives, concept scenario, geographic locations, approximate force levels, task organization, and support and coordination requirements of ROK and US organizations.

(2) References.

(a) Memorandum of Understanding between the USFK and the ROK Joint Chiefs of Staff Concerning ROK-US Combined Forces Command Major Combined Exercises, 11 February 1998.

(b) Mutual Logistics Support Agreement Implementing Arrangement United States Government-Republic of Korea Government (USG-RKG-018) between USFK and ROK Ministry of National Defense Concerning Mutual Logistics Support During ROK-US Combined Forces Command Exercises, 11 February 1998.

(c) Additional references as required.

(3) Purpose. The purpose of the MOA/Memorandum of Understanding (MOU) is to define responsibilities between Eighth Army and TROKA governing the planning and execution of major 2nd (US) Infantry Division exercises that involve TROKA participation.

(4) Scope. List the applicable dates of the exercise from the EXDIR.

(5) Responsibilities. The purpose of the MOA/MOU is to define responsibilities between Eighth Army and TROKA to ensure implementation and execution of 2nd (US) Infantry Division Warpath and Warfighter exercise. The MOA should include the following items:

(a) Scenario. Describe the phases and/or activities of the exercise. Include in this section any assumptions required for exercise play.

(b) Geographic Locations. List the locations on which the exercise will be conducted and those locations that will provide or require support to the exercise.

(c) Force Participation. List the level, scope and duration of participation required from both US and ROK forces, commands and agencies during the exercise. Designate participating units (may reference an annex such as "Annex A, Force Participation").

(d) Support and Coordination Requirements. This section details any specific Eighth Army and TROKA OPR for providing exercise support.

(e) Support and Reimbursement. This section will reference the SRMOA detailing US-ROK exercise expense sharing. Include the statement, "All expense sharing for 'Exercise Name' will be IAW the Mutual SRMOA, which will be negotiated separately." This document will be prepared separately in the planning process when funding requirements are further developed.

(f) Effectiveness. State the actions or events, which make this MOA effective and those that terminate its effectiveness. A statement such as "This MOA is effective upon the last signature of the representatives of the Eighth Army and TROKA and terminates when all duties of this MOA are complete" would suffice. This paragraph also will include statements on dispute resolution and the dual language requirement/authority of this MOA.

(g) Coordination and Approval. The MOA will be prepared by the G3 Training & Exercise Division (G3-TD) and coordinated between 2nd (US) Infantry Division, TROKA and Eighth Army staffs to include SJA, Resource Management (RM) and the Eighth Army G3. Following Eighth Army staff coordination, authentication, negotiation and agreement between

both parties on exercise details, the TROKA G3 and the Eighth Army G3 will conclude and sign the document.

50. MUTUAL LOGISTIC SUPPORT – IMPLEMENTING ARRANGEMENT (MLS-IA)

a. General. The purpose of the MLS-IA (USA-RKA-012) is to formally establish the types and levels of MILES support provided by US forces to the ROK forces for FTX exercises. It also details how expenses for such support will be reimbursed. Eighth Army and ROKA are the signatories of this agreement. Eighth Army G3 and TROKA are designated as the Executive Agents for all matters affecting the terms and conditions of the MLS-IA. The MLS-IA has been prepared in both languages and remains in force annually by mutual agreement of both parties. It is not renegotiated or terminated unless written notice is provided at least 180 days in advance by either party.

b. Coordination and Implementation. Execution of the MLS-IA will be initiated upon designation of the US host unit and Eighth Army G3 receipt of the Ordering Officer Appointment Letter from TROKA. The US implementing agent is the Training Support Activity – Korea (TSAK). Reconciliation of outstanding MLS-IA balances can be forwarded as soon as exercise support has been concluded but NLT 30 days after receipt of invoice from Eighth Army. Prior invoice payments must be concluded before any additional support can be provided.

APPENDIX A

REFERENCES

AR 27-20 (Claims), 1 Jul 03.

AR 350-1(Army Training and Leader Development), 13 Jan 2006.

AR 350-2 (Opposing Force Program), 9 Apr 04.

AR 350-28 (Army Exercises), 9 Dec 97.

AR 380-5 (Department of the Army Information Security Program), 29 Sep 00.

Army Korea Training Guide

CFC Joint Training Plan and Combined Training Plan

CJCSI 3150.25B (Joint Lessons Learned Program), 15 Feb 05.

CJCSI 3500.01 Series, (Joint Training Policy for the Armed Forces of the United States).

CJCSI 3500.02C (Joint Training Master Plan 2002 for the Armed Forces of the United States), 14 Aug 00.

CJCSM 3500.03A (Joint Training Manual for the Armed Forces of the United States), 1 Sep 02.

Memorandum of Understanding Between the United States Forces Korea and the Republic of Korea Joint Chiefs of Staff Concerning ROK-US Combined Forces Command Major Exercises, 11 Feb 88.

ROK/US Mutual Logistic Support Agreement (MLSA) Between the ROK and US Governments, 8 Jun 88 with amendment 1.

Terms of Reference for the Military Committee and the United States of America and the Republic of Korea Combined Forces Command (CFC) Strategic Directive #2 (signed 1 Nov 94).

UJTL (Universal Joint Task List), 17 Aug 06

USCDRPACINST 3550.1P (Military Exercise Program), 28 Aug 02.

USFK Security Classification Guide, 14 Jun 00.

US Joint Pub 1-02, (DOD Dictionary of Military and Associated Terms), 12 Apr 01 as amended through 31 Aug 05.

USFK 350-2, (Theater Specific Required Training) 2 Feb 07.

USFK Reg 550-51 (International Agreements), 22 Mar 02.

USFK Information Assurance Policy Letter, 22 March 2001

USFK Reg 380-7, Disclosure and Release of US Classified Military Information to Foreign Governments and International Organizations.

- (1) US Forces Korea and Eighth US Army Security Classification Handbook, 20 Jul 98.
- (2) Eighth Army Suppl 1 to AR 380-5, Department of the Army Information Security Program.
- (3) Memorandum, Eighth Army ACS, G2, EAGB-SSO, 28 Oct 99, subject: Classification/Control Markings.

APPENDIX B

EXERCISE FUNDING (US ONLY)

1. GENERAL. The purpose of this appendix is to describe how exercises are funded. It establishes funding policy, provides definitions of the various exercise costs and funding sources. In general, the US Chairman Joint Chiefs of Staff (CJCS) will fund transportation costs (Airlift, Sealift, Port Handling and Inland Transportation). The CJCS, through the Department of the Army funds those costs above mission costs (incremental costs). The military services and United States Special Operations Command (USSOCOM)/United States Army Special Operations Command (USASOC) fund their own exercise expenses. This appendix is primarily concerned with incremental costs. Army CJCS Exercise funding is governed by AR 350-28 (Army Exercises).

2. DEFINITIONS.

a. Normal Operating Costs. Operating and maintenance costs incurred during exercise participation that an organization can project in advance.

b. Port Handling Costs. Costs related to receipt, dispatch, documentation, terminal handling and stevedoring of cargo at Ports of Embarkation (POE) and Ports of Debarkation (POD) associated with Military Sealift Command (MSC) shipping support of the US CJCS Exercise Program.

c. Inland Transportation Costs. Costs related to the movement of exercise participants and cargo to and from S/Aerial Port of Debarkation (APOD) and S/Aerial Port of Embarkation (APOE) or exercise areas by commercial firms, when use of organic transportation is not available or cost effective. Movement is by surface transportation (rail, highway, and inland waterway). Transportation expenses associated with temporary duty, exercise conferences, and air travel are specifically excluded.

d. Incremental Costs. Exercise-related expenses over and above normal operating costs. These include such costs as consumable supplies, overtime for certain civilian employees, life support, non-aviation fuel, and communications not covered by transportation funding or the Exercise Related Construction Program. Not included are costs funded by other Service accounts such as flying hours, steaming days, and tank miles.

e. Exercise Related Construction. Unspecified minor construction outside CONUS in support of an in-progress or planned CJCS exercise that results in a facility, or facilities, that remain in any part after the end of the exercise.

3. NORMAL OPERATING COST FUNDING. Normal operating costs are paid from the command operating budget of the concerned organization. USFK policy is to allocate sufficient operational tempo funds in subordinate command operating budgets to cover their normal operating costs during exercises. USFK organizations should plan their annual budgets accordingly.

4. INCREMENTAL COST FUNDING. The Services and USSOCOM/USASOC are responsible for funding their components' incremental costs. There are countless types of incremental costs; however, the following are the major categories associated with CFC/USFK exercises.

a. Communications Support Costs.

- (1) TSVS - Installation/activation of circuits required during an exercise.
- (2) TSVS Support - Travel, transportation, and contractor labor costs of personnel deployed to operate TSVS sites.
- (3) Dedicated Circuits - Commercial and Defense Switching Network (DSN) leased lines.
- (4) Simulation Circuits - Commercial and DSN circuits required to support/connect simulation centers.
- (5) Copier Support - Commercial Leased Copiers.

b. Simulation Support Costs.

- (1) Civilian Contractor Costs - Part-time labor for technical expertise, gamer instruction and instructor/controller assistance during an exercise.
- (2) Costs to establish, set-up, and run temporary simulation centers.
- (3) Costs to establish, set-up, and run simulation models at remote locations.

c. Logistical Support Costs.

- (1) Billeting/messing costs over and above those associated with normal operations.
- (2) Costs associated with base camp construction to include portable latrine contract and servicing.
- (3) Transportation - Request for Non-Tactical Vehicle (NTV) support will be consolidated by the J/OSD/G4 and forwarded to CJ37 for final approval NLT the MPC. NTV usage approval will be limited; organizations will use exercise bus transportation to the maximum extent possible. Troop Command will provide local transportation in and around the Daegu area and transportation to and from Daegu. NTV support will only be approved in support of Life Support Areas, simulation center operations, RC operations, and Combined Joint Visitors Bureau (CJVB)/Combined Joint Information Board (CJIB)/ Protocol operations. Units from off-peninsula will draw required transportation from APS4.
- (4) USFK Life Support – The following priority will be used to determine usage of LSAs:
 - (a) Off peninsula units and personnel.
 - (b) On peninsula augmentees supporting a higher headquarters.
 - (c) On peninsula units supporting the exercise that do not have tentage or field equipment organically assigned.
 - (d) On peninsula units supporting or participating in the exercise that do have tentage and field equipment organically assigned. Space will be assigned to these units on a first come first served space available basis.

(e) On peninsula units not supporting or participating in the exercise will not receive life support.

d. Overtime pay of regular civilian employees, and Korea Service Corps (KSC) extended workweek, overtime, and night differential related to the support of the exercise.

e. Overtime pay associated with operating, maintaining and troubleshooting exercise-related circuits and communications systems that have been requested through and validated by the J6. The J37 will fund overtime only for those circuits and communications systems that meet criteria established by the J6.

f. CJVB and Combined/Joint Information Bureau support.

g. Exercise SRMOA is provided to cover added costs of participation in a CJCS approved exercise. A "simple rule of thumb" to apply in determining appropriateness for obligating exercise funds is to ask if the service or item will remain useable after conclusion of the exercise. If the service or item is useable, exercise funds should not be used.

h. Other Contract Labor Support: Is authorized IAW AR 350-28, Para B-2z.

5. NON-FUNDED EXPENSES. Incremental Funds will not be allocated for the following types of expenses:

a. TDY or per diem during an exercise.

b. TDY for planning conferences.

c. Exercise participation by another Service, USSOCOM or USASOC unit.

d. Single Service Exercises or evaluations.

e. Pre-and post-exercise costs. The unit's peacetime parent command will fund the incremental costs of pre-exercise preparation and post-exercise activities.

f. Costs of permanent or semi-permanent construction.

g. Purchase of computers, facsimile machines, pagers and copiers. These items may be less expensive to buy than to lease in the short term; however, when maintenance, shipping, accounting and perishable technology is considered they result in great cost to the US Government.

h. Examples of properly and improperly chargeable obligations are found in AR 350-28, Appendix B.

6. PROCEDURES.

a. For each exercise, organizations requiring incremental funding will submit a written request no later than 30 days after the MPC for each exercise. The budget process is a continual, ongoing process based on open dialogue. Organizations may be required to update their expense estimates as the exercise develops. Nevertheless, requirements must be identified early in the exercise planning process.

(1) Requests for Life Support Services will be submitted to the J4. The format is provided by the J/OSD/G4. All Logistical support requirements will be coordinate with the J4, at the life support work shop NLT the MPC. Logistical support cost includes billeting, messing and transportation.

(2) Requests for communications services (including copiers) will be submitted to J6-OPS. The format is provided by J6. All communication/copier support will be coordinated through J6 operations during the communications workshop NLT than MPC. J6 OPS will submit the requirements through CJ37 for final approval.

(3) Requests for simulation services will be submitted to C/KBSC. The format is provided by the C/KBSC. C/KBSC will submit detailed cost estimates to CJ37 NLT the MPC. Any cost associated with a specific service other than Army will be charged to the appropriate service.

(4) All requests that do not fall under the above categories require direct coordination with the CJ37 and must be presented to CJ37 NLT the conclusion of the MPC. Each request for funding will contain a detailed breakdown of how those funds will be used. A memorandum with the following information is required: exercise name, organization requesting funding, and a detailed explanation (who, what, when, where, why, how much) of need.

b. Each request for funding will contain a detailed breakdown of how those funds will be used and a statement that the funding is to support US only or both the US and ROK. An estimated ratio of expenses is required. It is important that each nation pays its own expenses and an equal share of the combined expenses. Based on consolidated input, the CJ37 will negotiate a signed SRMOA, the expense-sharing document that enables both the US and ROK Governments to receive either monetary reimbursement or payment-in-kind.

c. Recipients of CJCS exercise funds must submit a final cost report to CJ37 NLT 30 days after ENDEX or as otherwise directed. This report must contain copies of all funding documents and receipts. Surplus funds will be withdrawn.

APPENDIX C

EXERCISE LIFE SUPPORT STANDARDS

1. GENERAL. Each exercise life support location will have a Site Mayor and each unit being supported will have a POC. The Mayor will be in charge of the LSA. Individual augmentees do not require a unit POC and will report to the Site Mayor for accountability and support upon arrival at the life support area. In situations where there is only one unit occupying a life support site for the duration of the exercise, the unit POC may also act as the Site Mayor. In this situation, the unit POC/Site mayor will coordinate with the supporting unit life support POC for needed support.

a. Site Mayors will be a senior Non-Commissioned Officer (NCO) or a company grade officer. Each deploying unit will provide a unit POC who will be in charge of that unit's activities in the LSA. The unit POC will preferably be the most senior NCO or officer in the group or an appointed senior person. Unit representatives will coordinate with the Site Mayor for needed support. No unit will maintain their own CP within the LSA site. All unit activities will be conducted outside of the LSA unless coordinated with the G3 TRN prior before the exercise.

b. The Site Mayor will deconflict demands for the use of facilities. The Site Mayor will assist unit POCs in obtaining needed equipment or supplies at the life support location. Site Mayors' responsibilities include but are not limited to:

- (1) Receive and brief incoming exercise participants on the LSA.
- (2) Provide safety and administrative briefings of the area.
- (3) Get a list of names or a copy of the unit's manifest from unit POCs.
- (4) Provide daily site population accountability to higher headquarters as required.
- (5) Provide a sleeping area with a cot or bed for each participant. The sleeping area may be a tent or a permanent building.
- (6) Ensure proper basic life support is provided: feeding, shower and laundry services, sanitation, recreation, potable water, and other basic services as needed.
- (7) Assist the unit POC in solving basic life support issues.

2. STANDARDS. The unit responsible for establishing the LSA and the Site Mayor will adhere to the following standards when setting up and maintaining the site:

a. Sleeping Tents: The standard tent used for sleeping personnel will be the Temper Tent, National Stock Number (NSN) 8340-01-185-2628, 20.5'x 48'. A maximum of 24 personnel will be placed in each tent or 4 per tent section. Each person should have a minimum of 40 square feet of space. If Temper Tents are not available use GP Medium Tents (12 personnel maximum) or Modular General Purpose Tent Systems (8 personnel per 18' by 18' section). If fixed facilities are used the 40 square feet per person minimum also applies unless building codes establish a lower maximum safe occupancy level. Coordinate with the nearest Housing and Safety offices

for building capacity limits if not posted. (AR 415-50). Personnel will be billeted in tents based on rank/ grade, i. e. Enlisted (E-1 thru E-4). Non-commissioned Officers (E-5 thru E-6), Senior NCOs (E-7 thru E-8), Company Grade Officers, and Field Grade Officers. If possible separate SGMs and (O-6)Colonels.VIP's are 07 and above and should be processed through Protocol. Tents or buildings will not be separated if it will affect the overall capacity of the LSA.

b. Beds: Provide personnel billeted in tents a standard aluminum and canvas cot. Personnel billeted in buildings will be provided a cot or bed with mattress.

c. Foot lockers: Provide personnel billeted in tents a "secure environment." Use of lockable containers (footlockers, wall lockers, or wardrobe cabinets) or guards supervising controlled access into the LSA is a service component decision. If using lockable containers, military issue footlockers are preferred but plastic or wooden containers may be procured from a local source. Provide personnel billeted in buildings either a lockable container, footlocker, wall locker, or wardrobe.

d. Clothing Racks: Provide one clothing rack per two persons sleeping in tents. Procure racks from a local commercial source. Provide personnel billeted in buildings either a clothing rack, wall locker, or wardrobe.

e. Heat: All sleeping areas will be heated when the temperature drops below 60 degrees. The preferred method for heating tents is the environmental control unit (ECU.) Commercial heat pumps are an acceptable alternative. The heat source must be capable of maintaining the temperature in the tent above 60 degrees. LSAs must have one ECU per LSA or 10% of the total number of ECUs, which ever is greater, on hand as maintenance floats. Each site must have ECU and power generation maintenance support available to ensure 24-hour a day heat. If space heaters are used, there must be 4' by 4' by 4' (64 cubic feet) clearance from any objects. Kerosene and other non-external ventilating heaters WILL NOT be used in LSAs.

f. Air Conditioning: Air conditioning is not required but is desired and strongly recommended. Military ECUs, commercial air conditioners, or heat pumps are acceptable and must maintain the temperature in the tent below 80 degrees. Floor fans may also be used in tents or buildings when air conditioning is unavailable.

g. Electrical Support: Each living area will be lighted using tactical light sets, tent system component lights, or Department of Public Works (DPW) Engineer installed lights. Electricity will also be needed to power ECUs or commercial heat pumps/air conditioners. If commercial power is not available, use tactical generators. Generators will be rated at a minimum of 60KW but 100KW generators are preferred to minimize the strain on the ECUs. Plan for two generators for every 9 ECUs. Each generator will normally be operational 12 hours per day. Ensure plans are made for maintenance support, fuel resupply, and packaged petroleum products. Tent outlets are limited to the maximum prescribed within safety standards and approved by Area fire marshals.

h. Water: All LSAs will provide chilled potable water for drinking. If a fixed water source is not available, the preferred alternative is to provide commercial five-gallon capacity water cooler/heaters within reasonable proximity to sleeping areas. Individual bottle water is an acceptable alternative. Site mayors may also utilize water trailers and lister bags as a last resort. LSA's that don't have a fixed feeding facility will use FM 21-10 as a reference in providing proper Hand washing stations. Ensure required testing is conducted by medical personnel throughout the exercise.

i. Flooring: All tents will have flooring of some type. Use concrete slabs if available. If not, use wooden flooring. If the terrain that the base camp is placed on is prone to flooding, place gravel under the wooden flooring and attempt to prevent/redirect run off away from the tents.

j. Walkways: If the terrain that the base camp is placed on is prone to flooding, or standing water, construct raised wooden or metal grate walkways to gain access to tents. Appropriate lighting will be provided to allow safe movement on walkways at night.

k. MWR Tents: LSAs will have a MWR area. This building, room or tent will have at a minimum, four tables, thirty chairs, one television, one VCR/DVD, video movies, a book rack with assorted books and magazines, an issue point with various games, a commercial beverage machine, and a candy/snack machine. Additional items may be added to provide comfort to exercise personnel at the discretion of the mayor (i.e. microwave, refrigerator, water cooler, etc.) however, additional items will not be funded by JCS, J37 controlled funds.

l. Telephones: Coordinate with local telephone providers to install commercial pay telephones or DSN lines for personnel to make calling card calls. Each LSA will have 1 telephone per 100 personnel within a reasonable distance from the billeting area. Every attempt should be made to provide DSN line access and/or computers with Internet access at one line/system per 100 personnel.

m. Stars and Stripes Newspaper: Coordinate to have daily deliveries of Stars and Stripes to each LSA. Use the planning factor of 1 paper for every 6 service members.

n. LSA Information: Each LSA will have space available for posting all-important administrative information. At a minimum, site mayors will post laundry, shower, meal, transportation, hair care, religious service, and sick call hours. The mayor will also post the mayor's 24-hour phone number and office hours, directions to the nearest medical facility, and emergency numbers for fire, safety, and military police. Information about other recreational and service availability or operation hours and location is encouraged.

o. Dining Facility Support: The primary means of providing dining facility support for LSAs will be from existing facilities. Establish extended hours to support exercise shift changes, which are normally at 0600 and 1800. A plan will be made for a midnight meal to support the night shift. Dining facilities will be augmented with contract cooks and KPs as required to support the estimated head count. If fixed facilities are not available, then a Mobile Kitchen Trailer (MKT) will be utilized

p. Medical Support: Ensure each LSA has access to a medical support facility. Coordinate requirements with the USFK Surgeon's office NLT the MPC. A local medical clinic will be tasked to provide coverage during the exercise.

q. Latrine Facilities: Maximize use will be made of fixed latrine facilities. The standard is one commode for 25 personnel. If porta-potties are required use the same standard. Keep in mind that during most of the exercise personnel will be working shifts effectively cutting the requirement in half. Latrine facilities and porta-potties will be cleaned and serviced daily. Mayors must ensure latrines are serviced in an acceptable manner and that signs are posted outside fixed facilities during cleaning. Latrine and shaving facilities will be available at a distance not to exceed 500 meters from billeting areas.

r. Shower Facilities: Maximum use will be made of fixed shower facilities. The standard is one showerhead for 25 personnel. Ensure separate facilities are provided for females or hours are set aside to accommodate females. Mayors must ensure showers are serviced in an acceptable manner and that signs are posted outside fixed facilities during cleaning. Contact the COR immediately if you detect problems.

s. Laundry Facilities: Site mayors will provide free washer and dryer service to exercise participants. The standard is one washer and one dryer for 40 personnel. Use contract laundry support only as a last resort. If contract service is provided, it will provide wash and fold service of military clothing and undergarments only. Army Air Force Exchange Service/Navy Exchange (AAFES/NEX) fee-for-service support for civilian clothes and starched BDUs is encouraged.

t. Supply/SSSC Support: Ensure supply and SSSC accounts are established to support each LSA. Develop procedures to approve purchases to prevent misuse of exercise funds.

u. Transportation Support: Coordinate for shuttle bus service from the LSA to remote life support facilities and to various work locations as required. Consider shift change schedules and operations hours to determine appropriate bus schedules.

v. AAFES/NEX Support: Coordinate with local AAFES/NEX management to ensure they are aware of increased population in the area and arrange for extended operating hours as required. For remote base camp locations request mobile exchange, barber shop, and food facilities to provide support during the exercise.

w. Trash Removal: Place a 35-gallon trashcan with liner and cover outside the entrance of each tent/facility. Ensure a dumpster is available to consolidate trash and a contractor removes trash daily or as required.

x. Fire Extinguishers: Place two ABC fire extinguishers are placed in each tent and a number as required in fixed facilities. Post fire evacuation plans in plain view.

y. Smoke Detectors: Install two smoke detectors are installed in each tent and per building fire code in each facility. Conduct a test of each detector prior to arrival of personnel and then weekly.

z. G4 coordinates an inspection of all Army manned LSAs through each Garrison LSA Manager. LSA Managers must ensure they are within fire, safety, sanitation regulations and within all the standards listed in this regulation. The LSA manager must be physically present during the inspection with Mayors.

2. After Action Reviews: AARs will be given to each Soldier that lives in the LSA. The Mayor's of each LSA is responsible for consolidating the AAR's. Once completed Mayor's will give them to the LSA managers for review. The USAGs will collect them and review them for pertinent comments about their LSAs and turn them in to IMCOM-K. IMCOM-K will then forward them to Eighth Army G4 for action by Endex -14.

APPENDIX D

KEY POINTS OF CONTACT

POSITION	PHONE NUMBER
1. Chief, G3 Training & Exercise Division (G3-TD)	723-7741
2. Exercises Chief, G3 (TREX)	723-6616
3. KR/FE Action Officer	723-6607
4. UFG Action Officers	723-3917/6796
5. Exercise Division Unsecured Fax	736-6562

GLOSSARY

Section I. ACRONYMS

AAFES	Army Air Force Exchange Service
AAR	After-Action Review
AARB	After-Action Review Board
ACS	Assistant Chief of Staff
A/DACG	Arrival/Departure Airfield Control Group
AF	Air Force
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
C2	Command and Control
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
CACC	Commander, Air Component Command
CASOP	Crisis Action Standard Operating Procedures
CAX	Computer Assisted Exercise
CBSC	Combined Battle Simulation Center
CC	Command Center
CCD	Critical Cancellation Date
CDR	Commander
CECS	Combined Exercise Control Staff
CEIS	Combined Exercise Information System
CEPS	Combined Exercise Planning Staff
CFC	Combined Forces Command
CJCS	Chairman Joint Chiefs of Staff
CJCSI	Chairman, Joint Chief of Staff Instruction

CJIB	Combined Joint Information Bureau
C/JMETL	Combined/Joint Mission Essential Task List
CJVB	Combined/Joint Visitors Bureau
CMET	Combined Mission Essential Task
CMETL	Combined Mission Essential Task List
CMFC	Combined Marine Forces Command
CMO	Civil-military Operations
CNCC	Commander, Naval Component Command
CNFK	Commander, Naval Forces Korea
COB	Collocated Operation Base
CofS	Chief of Staff
COM	Change of Mission
COMCMFC	Commander, Combined Marine Forces Command
COMCPOTF	Commander, Combined Psychological Operations Task Force
COMCUWTF	Commander, Combined Unconventional Warfare Task Force
COMMEX	Communications Exercise
COMOPFOR	Commander, Opposing Forces
COMSEC	Communications Security
CONPLAN	Contingency Plan
CONUS	Continental United States
COP	Common Operations Picture
CP	Command Post
CPOTF	Combined Psychological Operations Task Force
CPX	Command Post Exercise
CTI	Commended Training Issues
CTP	Combined Training Plan

CSWI	Chief of Staff Warfighting Issue
CUWTF	Combined Unconventional Warfare Task Force
CWI	Commander in Chief Warfighting Issue
DIME	Diplomatic, Informational, Military, and Economic
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities
DPW	Department of Public Works
DMS	Defense Messaging Service
DSN	Defense Switching Network
DV	Distinguished Visitor
EBO	Effects Based Operations
ECS	Exercise Control Staff
ECU	Environmental Control Unit
ENDEX	End of Exercise
EPS	Exercise Planning Staff
EPW	Enemy Prisoner of War
EW	Electronic Warfare
EXDIR	Exercise Directive
EXPLAN	Exercise Plan
FACDAM	Facility Damage
FE	Foal Eagle
FEBA	Forward Edge of the Battle Area
FPC	Final Planning Conference
FRAGO	Fragmentary Order
FTX	Field Training Exercise
GCC-CACC	Ground Component Command-Combined Analytical Control Center

GCCS	Global Command and Control System
GCCS-A	Global Command and Control System - Army
GCCS-K	Global Command and Control System Korea
HQ	Headquarters
HQDA	Headquarters Department of Army
IA	Information Assurance
IAW	In Accordance With
IMA	Individual Mobilization Augmentee
INTSUM	Intelligence Summary
IO	Information Operation
IPC	Initial Planning Conference
IPR	In Progress Review(s)
JAAR	Joint After Action Report
JCS	Joint Chiefs of Staff
JECG	Joint Exercise Control Group
JEPS	Joint Exercise Planning Staff
JLLP	Joint Lessons Learned Program
JLOTS	Joint Logistics Over-the-Shore
JMETL	Joint Mission Essential Task List
JMC	Joint Movement Center
JOPES	Joint Operations Planning and Execution System
JRC	Joint Reception Center
JTMS	Joint Training Management System
JTIMS	Joint Training Information Management System
JTP	Joint Training Plan
JTS	Joint Training System

JVB	Joint Visitors Bureau
KASC	Korea Air Simulation Center
KBSC	Korea Battle Simulation Center
KOR	Korea
KSC	Korea Service Corps
LOI	Letter of Instruction
LSA	Life Support Area
MET	Mission Essential Task
METL	Mission Essential Task List
MILES	Multiple Integrated Laser Engagement System
MKT	Mobile Kitchen Trailer
MLSA	Mutual Logistic Support Agreement
MND	Minister of National Defense; Ministry of National Defense
MOA	Memorandum of Agreement
MOI	Memorandum of Instruction
MOU	Memorandum of Understanding
MPC	Mid-Planning Conference
MSC	Major Subordinate Command; Military Sealift Command
MSEL	Master Scenario Event List
MWR	Morale, Welfare, and Recreation
NBC	Nuclear, Biological, and Chemical
NCC	Naval Component Command
NCO	Non-Commissioned Officer
NEO	Noncombatant Evacuation Operation
NEX	Navy Exchange
nK	North Korea

NLT	Not Later Than
NSN	National Stock Number
NTV	Non-Tactical Vehicle
ODT	Overseas Deployment for Training
OMOA	Operational Memorandum of Agreement
OPFOR	Opposing Forces
OPLAN	Operation Plan
OPR	Office of Primary Responsibility
OPSEC	Operations Security
OPTEMPO	Operations Tempo
PA	Public Affairs
PACAF	Pacific Air Force
PAO	Public Affairs (office); Public Affairs (officer)
PASS-K	Pacific Automated Secured System Korea
PE	Practice Exercise
PERSCO	Personnel Control Operations
PERSTAT	Personnel States
PID	Plan Identification Number
PM	Provost Marshal
POC	Point of Contact
POD	Port of Debarkation
POE	Port of Embarkation
PSYOP	Psychological Operations
RC	Reserve Component or Reception Center
REL	Releasable

ROK	Republic of Korea
KR/FE	Reception, Staging, Onward Movement and Integration
RT	Rapid Thunder
RWHSS	Real World Health Services Support
SCJS	Secretary Combined Joint Staff
SDM	Scenario Development Messages
SIPRNET	Secret Internet Protocol Router Network
SITREP	Situation Report
SJA	Staff Judge Advocate
SLS	Senior Leadership Seminar
SMEB	Significant Military Exercise Brief
SOCKOR	Special Operations Command, Korea
SOF	Special Operations Forces
SOFA	Status of Forces Agreement
SOP	Standing Operating Procedures
SPOD	Seaport of Debarkation
SPOE	Seaport of Embarkation
SRMOA	(Mutual) Support and Reimbursement Memorandum of Agreement
SRO	Senior Retired Officer
SSPDP	Senior Staff Professional Development Program
STARTEX	Start Exercise
SWAN-K	Secret Wide Area Network - Korea
TALCE	Tanker Airlift Control Element
TBMCS	Theater Battle Management Control System
TEWT	Tactical Exercise Without Troops
TF	Task Force

TPFDD	Time-Phased Force and Deployment Data
TSC	Theater Support Command
TSVS	Theater Secure Video System
UFG	ULCHI FREEDOM GUARDIAN
UJTL	Universal Joint Task List
UNC/MAC	United States Command/Military Armistices Command
US	United States (of America)
USASOC	United States Army Special Operations Command
USCDRPAC	United States Commander, Pacific
USFK	United States Forces, Korea
USG – RKG	United States Government – Republic of Korea Government
USJFCOM	United States Joint Forces Command
USMARFORK	United States Marine Forces, Korea
USNFK	United States Naval Forces, Korea
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command
VTC	Video-Teleconferencing; Video-Teleconference
WIAS	Worldwide Individual Augmentation System
WMD	Weapons of Mass Destruction

**Section II.
TERMS**

Change of Mission (COM). An abbreviation that signifies the formal end of exercise.

CJCS Joint Exercise and Training Program. The Chairman's principal vehicle for achieving joint and multinational training. These exercises provide an opportunity to stress strategic transportation and C4I systems and evaluate their readiness and supportability across the full range of military operations. The CJCS Joint Training and Exercise Program has three

components: 1) CJCS-Sponsored Exercises, 2) USACOM/USSOCOM Common Joint Task Training Programs, and 3) CINCPAC-Sponsored Joint Training Program (Joint Training Manual CJCSM 3500.03).

CJCS-Sponsored Exercises. Exercises focused on training strategic national level joint tasks in which the Chairman, US JCS has primary responsibility for planning, execution and evaluation. CJCS-Sponsored Exercises provide training for national level decision makers and their staffs, aid in determining the readiness and effectiveness of worldwide C4I, and exercise appropriate plans and procedures in crisis response situations (Joint Training Manual CJCSM 3500.03A).

Combined Exercise. An exercise involving forces from at least two countries. Also called multinational exercise.

Exercise Control Staff (ECS). An exercise staff that monitors overall exercise execution for the Chief Controller. The specific exercise scenario will dictate the various staffs that must be represented on the ECS to ensure training objectives are met.

Command Field Exercise. A field training exercise with reduced troop and vehicle density, but retaining full C2 and combat service support units (Joint Training Manual CJCSM 3500.03). For CFC, this normally involves using only one-third of tracked-vehicle units (armor, mechanized and self-propelled artillery) and full-up light infantry participation.

Command Post Exercise. An exercise involving the commander, his staff and communications within and between headquarters, in which the forces are simulated (US JCS Pub 1-02). For CFC, Command Post Exercises are normally conducted from the headquarters' wartime locations.

Command Post Maneuver Exercise. An exercise in which unit command posts deploy and maneuver "in the field" without deploying their respective maneuver forces.

Computer Assisted Exercise (CAX). An exercise in which computers provide conflict resolution in place of scripted inputs or physical contact with an opponent. A CAX provides a means to exercise commanders and staffs in decision-making and in the practice of warfare. The computer hardware and software to conduct a CAX are intended to replicate all the warfighting systems available on the modern battlefield to provide the opportunity to exercise at the appropriate level of war. A CAX can be conducted at any level of war, given the proper computer hardware and software models.

Confederation of Models. A family of simulation models, each replicating portions of the battlefield and operating systems, which are linked through electronic interfaces to provide a "seamless" warfighting simulation capability.

Critical Cancellation Date (CCD). The last date on which an exercise can be canceled without a severe impact on political, financial or force commitments (Joint Training Manual CJCSM 3500.03). Normally established in recognition of strategic deployment preparations and activities, and coordinated between CFC, USPACOM and ROK JCS. The USCDR PAC Tier I Significant Military Exercises (those involving the USPACOM Commander and staff) are normally not approved by US authorities until just prior to the CCD. The ROK JCS will dictate ROK Government requirements.

Effects Based Operations (EBO). Operations that are planned, executed, assessed, and adapted based on a holistic understanding of the operational environment in order to influence or change system behavior or capabilities using the integrated application of selected instruments of power to achieve directed policy aims.

End Exercise (ENDEX). An abbreviation that signifies the formal end of exercise play.

Exercise. A military maneuver or simulated wartime operation involving planning, preparation and execution carried out for the purpose of training and evaluation. It may be a combined, joint, or single-Service exercise, depending on participating organizations (JCS Pub 1-02).

Exercise Chief Controller. The individual appointed by the Exercise Director who provides overall exercise control to ensure a realistic scenario is played which achieves the desired training objectives. Normally, both a Chief Controller and Deputy Controller will be designated, one from the US and one from the ROK.

Exercise Director. The exercise's senior officer in charge who is responsible for publishing the EXDIR and ensuring all training objectives are safely achieved. For CFC exercises, the CDR UNC/CFC/USFK or the DEP CDR CFC will be the Exercise Director.

Exercise Expense Sharing. The process whereby the US and ROK Governments pay a proportional share of the expenses for conducting a combined exercise which provides training and benefit to both US and ROK personnel.

Exercise Gamer / Pucker. An individual who is specially trained to provide an interface between the exercise players and the simulation architecture. Duties normally include translating player orders and reports into simulation inputs and then converting simulation results and reports back to player in desired formats.

Exercise Observer. An individual selected from a particular area of expertise, who observes, records, and reports observations to be used as feedback to the training audience via an AAR and/or exercise report for the Exercise Director.

Exercise Player. An individual who performs an OPLAN and/or wartime function during an exercise. Exercise players are the training audience whom the exercise scenario is designed to train.

Field Training Exercise (FTX). An exercise that trains and evaluates actual forces deployed in a field environment under simulated war and/or preparation for war conditions.

Issue. An observed, analyzed, interpreted and evaluated shortcoming, deficiency or problem that precludes performance to standard and requires resolution. Issues are also deficiencies or shortfalls identified during joint activity that precludes training or operating to joint mission-essential tasks standards and requires focused problem solving (Joint Lessons Learned Program CJCSI 3150.25B).

Joint Exercise. An exercise based on joint doctrine and tactics, techniques, and procedures that trains and evaluates joint forces and/or joint staffs to respond to requirements established by joint force commanders to accomplish their assigned missions (Joint Training Manual CJCSM 3500.03). All CFC exercises are joint and combined exercises.

Joint Mission Essential Task (JMET). A joint task considered essential to the accomplishment of an assigned or anticipated mission (Joint Training Manual CJCSM 3500.03A). A fundamental element of the concept is the ability to define each task and assess how well it can be performed. Once these two factors are known, the next step is to establish a training and exercise program that will support the plan. The Jets require forces from two or more services to accomplish.

Joint Mission Essential Task List. A list of JMETs (Joint Training Manual CJCSM 3500.03).

Lesson Learned. Results from an evaluation or observation of an implemented corrective action that produced improved performance or increased capability. A lesson learned also results from an evaluation or observation of a positive finding that did not necessarily require corrective action other than sustainment (Joint Lessons Learned Program CJCSI 3150.25B).

Master Scenario Events List (MSEL). A series of pre-planned exercise events, situations and/or correspondence mediums that drives specific training objectives that cannot be accomplished via simulation or other interactive means. The “MSELS” provide an added dimension to exercise design and training opportunities.

Military Exercise. A military maneuver or simulated wartime operation involving planning, preparation and execution. It is conducted exclusively for the purpose of training and evaluating combat readiness. It may be combined, unified, joint, or single-service.

Political-Military Scenario. A narrative description of the situation or play of a military exercise which depicts the interaction of political and military forces.

Significant Military Exercise Brief. Military exercises are deemed significant and require a SMEB if they fall into any of the following categories (Joint Training Manual CJCSM 3500.03):

- (1) Involve comparatively large-scale participation of *US* or foreign forces or commands.
- (2) Require granting of rights or approval by another nation.
- (3) Have particular political significance, including those planned to occur in politically sensitive areas.
- (4) Are likely to receive prominent media attention.
- (5) Other exercises designated by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, or the scheduling command.

Simulation. A tool that uses manual and automated systems to process user-provided data and real-time inputs yielding results that approximate reality (Joint Training Manual CJCSM 3500.03A). A simulation may be fully-automated (i.e., it executes without human intervention), or it may be interactive or interruptible (i.e., the user may intervene during execution). It is an operating representation of selected features of real-world or hypothetical events and processes. It is conducted per known or assumed procedures and data, and with the aid of methods and equipment ranging from the simplest to the most sophisticated.

Staff Warfighting Issues (SWI). Warfighting issues which can be addressed internally by the reporting CFC/USFK staff agency.

Start Exercise (STARTEX). An abbreviation signifying the formal beginning of exercise.

Training Event. A scheduled or unscheduled activity which does not qualify as a Significant Military Exercise.

US Executive Agent. The individual appointed by the USCDRPAC to plan and conduct an exercise on behalf of US forces. The appointment occurs when USCDRPAC is the exercise sponsoring command. The executive agent may be a subordinate unified commander, a service component commander, or any other individual designated by the USCDRPAC. For US purposes, the Commander, USFK, is the “Executive Agent” for CFC exercises.

US Exercise Related Construction. Unspecified minor construction outside the continental United States in support of in-progress or planned CJCS or CDR UNC/CFC/USFK-sponsored exercises which results in facilities that remain, in any part, after the end of the exercise (Joint Training Manual CJCSM 3500.03A).

US Incremental Funding. Funding for US exercise-related expenses such as consumable supplies, per diem, billeting, non-aviation fuel, and communications not covered by transportation funding or the Exercise Related Construction (ERC) Program. These expenses do not include those funded in other Service accounts such as flying hours, steaming days, or tank miles. The US Services (Army, Navy, Air Force, Marines) and the US Special Operations Command are responsible for funding their own incremental expenses incurred in direct support of exercises in the CJCS Exercise program (Joint Training Manual CJCSM 3500.03A).

US Inland Transportation (IT) Costs. The US costs related to the movement of exercise participants and cargo to and from SPOD/APOD and SPOE/APOE or exercise areas by commercial firms, when use of organic transportation is not available or cost effective. Movement is by surface transportation (rail, highway, and inland waterway). Transportation expenses associated with temporary duty, exercise conferences, and air travel are specifically excluded (Joint Training Manual CJCSM 3500.03A).

US Port Handling (PH) Costs. The US costs related to receipt, dispatch, documentation, terminal handling and stevedoring of cargo at Ports of Embarkation (POE) and Ports of Debarkation (POD) associated with Military Sealift Command (MSC) shipping support of the US CJCS Exercise Program (Joint Training Manual CJCSM 3500.03A).

US Sponsoring Command. The US command which conceives of and is responsible for US forces’ participation in a particular exercise. It directs exercise planning and execution either by its staff or subordinate HQ. For CFC exercises, the USPACOM is the sponsoring command for the purposes of this definition.

Wargame. A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data and procedures designed to depict an actual or assumed real-life situation (JCS Pub 1-02).