

Col. Hayden / Ken Merchant 11/14/03

- Punch?

Ken Merchant NORAD

Job = Joint Exerc. Design Manager

- designs CPX exercises
- helps w/ scenarios, instructs officers on how to build exercises

• 17xres C NORAD J3 (J38)

• Now NORAD/NC J7 (Nov 03)

J3 Canadian ~~Gen.~~ 2 star

Can. Col. Div Chief

J38X Exercise Branch (Amer. Lt. Col.)

J38 = 7-8 personnel

J38X does have FTX exercise personnel also.

- JTS:

JMETs + JMETLs

↳ build Ex. Obj.

↳ form out to each J1-J8 staff ^{directorate}

* 3 Regions / Sectors also input on Ex. Obj.

NORAD 01 10-45 → How to build

Docs:

1. "Concepts + Objectives" Doc (1-2 pgs)

J3 orig.

JMETs

↳ = contract w/ Commander. He signs + approves → only thing really signed

2. Specifications ~~etc~~ = to staff + components to build exercise based on

3. EXPLAN = lengthy doc put out to everyone - soup-to-nuts on whole exer. & simulated aspects

Guidance to players

4. Controlled Staff Instruction (COSIN)

Guidance to cells

↳ controlled

↳ MSEs found here

Sizukhan Mil. Exercise Brief (SMEB)

↳ Joint Staff

State Dept.

"noter may I" - can we run this exercise

Conferences:

(~15)
J1-J8
NBC
Force Prot.

1. Concept Devel. Conf. (CDC) 12-18 mo ahead
↳ hold at NATO HQ

2. Init. Planning Conf. (IPC)
↳ brief specifications in great detail

3. Mid Planning Conf. (MPC) 6 mo out.
↳ draft exercise

50+
people

4. Final Pl. Conf. (FPC) 6 mo - 6 wks
↳ concrete finalize MSERs

Attendees:

Solic - ? No

J2 used

Intel

Norad J2 → use extensively. Build scenarios, as much as poss on real world situations (such as country, order of Battle)

- focus on capabilities of Nation X

- not political intent or such

- HJ / Terrorist Threats

"very proactive" told by CDR to be very proactive.

- DIA helps frequently, work w/ J2
↳ very proactive

Products

- NORAD Books pub. for trusted agent

↳ full events list

pub. for: full orders

↳ Exercise Directorate (Colonel or Gen)
↳ Sensor Controller

- ★ C+O is the only thing CDR signs off on officially.
 ↳ they then execute the EX.

DoD CT Policy people input?

↳ None.

"Mission was external focus."

"All sensors, fighters on the coast."

~~ISC~~

Intel Scenario focus of CDC

↳

How voluminous per exercise?

↳ 100's / 6" high

Post - Ex

90 days
 FINAL REPORT
 e.g. 10-01-1 Final report

- ★ Directed to conduct after action reporting
 must submit 90 days after.
 Evaluation Report written by contractors
 ↳ brief to J3, then CDR

NORAD Exercise Corrective Action Board
 (N CAB)

↳ software program

analyze procedures or systems
 * includes J2 analysis "tasks"
 - J3 owns the contract

CONR

IG is resp.
 - resp. for EX.

Sectors

- CVX

How long are they kept?

NORAD policy to minimize class.

① ↳ keep hard copies of Ex 1 prior

↳ if a specialty type ever pass 2-3 KC

② Computers / Hard Drives

↳ Roughly 98 timeframe

After Actions longer? "No"

b/c resolving problems most often result in campaign / procedures.

★ Draft 2000 Com PLAN ★

"never was approved"

trying to get it approved today
validate some things in it today

Follow-up

★ Doc reg. only checked C HQ
not the sectors.

CPXs - 2 major per yr.

Vig. Guardian (pre 2003)

(today Vig. Overview)

FTV

Am. Warrior

Am. Virgo:

↳ Specialty exercises
* NCR done today, not prior to

"Almost

All CPXs included targeted ~~at~~ D.C.

Pre 9/11 we always ran HJs!

↳ but in mission of assisting
coast shadow, tail

* Never practiced shooting down
anything pre-9/11

Pre 9/11 MSEL Master Scenario that List
Events in exercises

- run several hundred in an exercise
- listed in COSIN

Coronet Whites → ?? No idea
who runs those?

Indians CPX

Braves FTX

Fancy = Alaska

Falcon = CONR

Fabric = CANR

Arman Corlae = internal HQ CPX
to validate a procedure
• concentrated

- FAA / DOT Participation

- FAA always works closely w/ NORAD
play FAA @ Regional Center level
(Dallas, Memphis...)
NOT usually at Nat. level

Positive Forces (CJCS) Exercise Series

↳ multi-Agency National players. Would
incl. FAA HQ.

VB allowed to link w/ Stratcom
which resulted in link ups w/
many federal agencies

Punch also

11/14/2003

Ken Merchant
Col Hayden is the Attorney

Joint Exercise Design Manager
CPX

helps w scenarios
exercise building
esp w other Commands or Joint Staff

NORAD J38

2star
J3

DO

— more N/NC J7

— Connection O6 as Dir-Chief

↓ Exercise Branch US
7-8 people □ Col

J38X

3 guys build FTX

Guidance - Joint Training System
J7 publishes guidance

JMET
JMTL

Exercise Objectives

Farmed out to J Staff Directors
for inputs

Reps derived
CONR

↓ Sector

J38X

orchestrate objectives

JMET-
DSSD

Series of Document into scenario

OI 10-45

1. Concept & Objectives 1-2 pages
staffed up to Commander
contract w CO

External
input
from
Breadbasket

JSCAP

2. Specifications

Guidance to staff & components

"Tasks to build"

3. Exercise Plan

Length

out to ex players

if simulating - would have contained info

"COSN"

4. Control Staff Instruction

eyes only

contains MSGs

Controllers

5. Sig ^{missions} Exercise Brief
noted May 2 to Joint Staff
State
other Natl

describes how many people
what scenario is

Planning Conferences

Concept Development Conf

12-18 Months Out

Bread Basket

objective - e.g. Homeland Defense

Internal to HQ

15 at
begin

Initial Planning Conference

Brief Specs

& tell them how to build

mid Planning Conf

6 mos out

1st look at Events

Final Plan Conf

1 mo - 6 weeks

finalize the injects the implements

3-4
down

Lot of Reservists esp 1AF at Tyndall

emphasize
TYNDALL
NEADS

Use J2 extensively - build scenarios based on
real world data bases

& real #s

run capability not intent

~~to take liberties to gain training
objectives~~

J2 perspective - think out side the box
re threats

uses DIA

new
operations
AOC not AOR

Two Books

ExDir

ControlDir

Never looked inside NORAD Annex
prior to 9/11

Where & when
Data
Intel
Scenario
Input

FAA
PR
pool

Recovering
Lessons Learned

Lessons Learned

After Action Reporting under J Staff
- final report 90 days

Contractors do Exercise Evaluation Document

← w/ objectives to be looked at
Briefed to J3 shortly after
significant up to CG

→ NORAD Exercise Coordination Action Board
→ go into data bank

CONR is the IG also Ex & Train
NEADS CIV
work for Deputy

Office Policy

Hard copy back just one exercise
if special - up to 2 or 3 years
90% of SECRET REICAN very little classified
Hard Drives as far back as 1998

Action CON PLAN is 1998

2000 never approved
Trying to validate 2000 during
current exercise

Command Historian

2 CPX per year

VG linked to STRATCOM

▼ Vigilant Overview

one war

one CT

A/Warrior was ~~Tenue~~

A/Virgo Specialty Type

high

NCR

~~missile~~

Did not do NCR since 2001

Can't remember when we haven't

run a high - 33 years

but do it currently

resolved peacefully

or by LE

Did not expect shoot down

Ferry ALCA

Falcon CONA

Falcon CONA

NORAD — now work in ~~main~~
ground - air defense

Regions have an exercise

Ameyan Center — Internal to HQ

a CPX

DOT / FAA

always had close relationship
 play at the ARTCC level
 not at the national level
 exception POSITIVE FORCE

Punch

~~Tapes~~

Analogue to Digital. Stopped
 Dictaphone

NORAD "trying to move mountains"¹⁾

"Contractor at \$150K" Punch $\frac{1}{2}$ time

Blank Check!!!

Col Burns

on the Kinley

General de

Convo w Kent Marchant

11/13/03

Joint exercise design manager CPK
help w/ scenarios - how to build exercises

Naval J3 - J38 - Naval

Canadian ^{2***} - Col. divisions chief American
Exercise Branch → Lt. Col.

7 ORB people
3 people do field training

Guidance

Joint training system
J mps joint mission essential tasks
exercise objectives based on mission
funn out to up from J1-J8

2
J2 today
J2 is
Northern SJ2

06 Captains
07 Admiral

Regions

Reps down Change

scenario

Factors

Reps down Change

Game of chess that we produce - OT

Concept & Objective Doc 1-2 pages based upon JMET
 Staff up to Commander: K W/ Comm.
 This is what we see —

Build Specifications to staff & components

Lengthy doc Exercise Plans - put out to everyone
 stimulating phones

MSEL COSIN - eyes only trusted report, contains
 event

significant military Exercise Brief - mother may I to joint
 Notification. Staff to

— important to
 No need
 Joint ~~State~~ Staff
 State

no more than 20

15 people
 J1-8

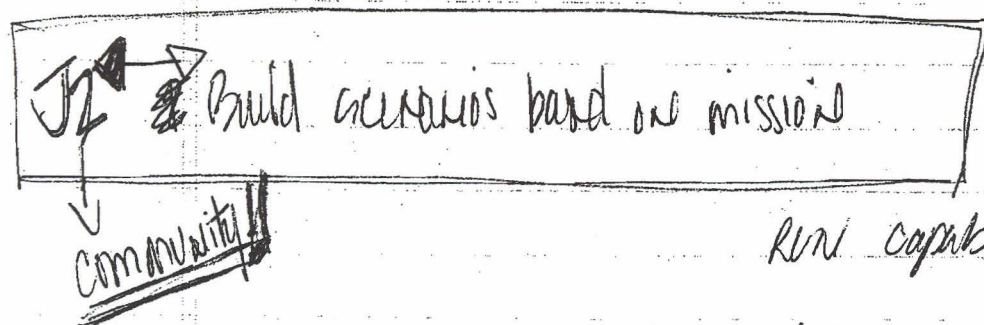
Full Protection invite these agencies

- ① Concept Development Conf - 12 to 18 mos
 before exercise - broad brush look - work or play,
 internal to HQ
 might invite agencies
- ② Initial Plans Conf - Could have anywhere
 Brief Spec to them
- ③ mid planning conf - 6 mos out - 1st

look at chunk, not final
 (4) 1 month / 6 wks - Final planning and
 go own MSELS.

People

for AF, lots of reserve people



have capability but interact

DIA, we engage them, help w/ scripting

don't have AOR, have AOD

~~published~~ published doc contains all docs
 one for exercise director
 Book

JNETS?

DoD Ct Policy People - How do they progress contribute to
 exercise?

only broad brush is
 x?

No external guidance

post ex

Assessing performance after exercise

analyze procedure on system
divided to main system
→ final report to

Contractor would make up exercise evaluations doc; they do it based on customer
J3 owns contract

Exercise corrective action brief
Chaired by Nonrad J3
Lessons learned

→ Nonrad lessons learned database

joint lessons learned by JT staff

at COMA

There also has exercise resp.

NEADS

Whole for Dep: Comm.

Regions may have documents

Policy trying to minimize classified data
keep hard copies of docs back one exercise

On Computers — hard drives look back to 1998. unless it's something special
(didn't go outside HQ Command historians provide some historians)

Active Con plan is a 1998 version
2000 Version NARA approved

(*)

2 major CPX exercises each yr

VO linked w/ strategic command → mutated
back to Vig overview

VO

VO

1 Based on going to war

1 Based on CT

Amalgam Warning

Viggo

— Specialty type exercises

National
Capital

Response Scenario — 8 pm 9/11

We did some indiv events w/ exercises
where DC was targeted

CPXs

Can't remember what we did back in 33
Vig.

→ Next Planned shooting down aircraft

Ar & anti-air

→ event of exercise?

has small plane

Several hundred

Regions have exercise programs

Regions

Indian - CPX
Brazil - FPX

Amiz Condor - CPX - internal to HQ

FAA in exercise?

JCS We play FAA at regional level: Atlantic
but not at National level (only exception is
Position Force Series)

V61 - where we looked at situation...
we are A (very offensive)