

ARC 2020 COMM EX

Duval ARES Annex

Exercise Plan

May 30, 2020

All exercise participants may view the ExPlan

EXERCISE OVERVIEW

Exercise Name	ARC 2020 COMM EX – Duval ARES Annex
Exercise Dates	May 30, 2020
Scope	This exercise is a Functional Exercise planned for one day in Jacksonville Florida. The Duval ARES exercise is one portion of a larger national exercise.
Mission Area(s)	Response
Core Capabilities	Sheltering Communications Resource Management
Objectives	<p>Forward all messages intended for Red Cross relief operation HQ to section clearinghouse before 12:00 (local)</p> <p>Practice using and passing American Red Cross forms 6409, ARC-213 and ARC Daily Shelter Report form over RF using means and methods to be selected by participating county ARES Emergency Coordinators.</p> <p>Proof of concept to show Red Cross leadership that ARES is capable of mobilizing a force of operators to provide an auxiliary communication circuit utilizing Red Cross format messages between shelter managers and Red Cross relief operation HQ</p> <p>Establish auxiliary communication systems to ensure shelter manager's and Florida Department of Health ability to communicate with City of Jacksonville incident response forces</p>
Threat or Hazard	Damaged national infrastructure
Scenario	In this exercise, we will be simulating a cyber-attack on the national power grid. The grid was attacked on May 28th, by May 29th sporadic power outages all over America. The ARC has asked for local ARES groups to set up a station in ARC shelters across your county.
Sponsor	American Red Cross
Participating Organizations	Amateur Radio Emergency Service (ARES)
Point of Contact	Brian Schultheis, Duval AEC, k4bjs.ha@gmail.com

GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objective	Core Capability
Transmit Red Cross messages to relief operations HQ over Voice and digital modes (HF/VHF/UHF/Winlink/FLmsg)	Sheltering
Provide communication circuit between shelter managers and Jacksonville EOC	Sheltering
Establish backup communication circuits for Jacksonville EOC Operations Section	Communications
Establish and maintain accountability of deployed Duval ARES personnel	Resource management
Provide communication circuit between Florida Department of Health-Duval County medical teams and Jacksonville EOC	Sheltering
Train using ARC forms ARC-213, Daily Shelter Report and ARC 6409	Sheltering
Develop and improve net control and volunteer skill in a simulated emergency net using standard practices.	Communications
Prepare your stations to operate under emergency auxiliary power.	Communications
Practice compiling mass messages in winlink and sending them to a regional station.	Communications

Table 1. Exercise Objectives and Associated Core Capabilities

Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.
- **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the Simulation Cell

(SimCell), but they may occasionally have face-to-face contact with players. All simulators are ultimately accountable to the Exercise Director and Senior Controller.

- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.

Artificialities

During this exercise, the following artificialities apply:

- Only communication methods listed in the Incident Action Plan (IAP) are available for players to use during the exercise.
- The American Red Cross chapter is not available
- City of Jacksonville Emergency Preparedness Division is not participating
- COVID-19 mitigation measures limit group gatherings and travel
- Physical shelter facilities will not be used

EXERCISE LOGISTICS

Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- For an emergency that requires assistance, use the phrase **“real-world emergency.”** The following procedures should be used in case of a real emergency during the exercise:
 - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services [call 911] and the closest controller, and, within reason and training, render aid.

POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings

Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

Hot Wash

At the conclusion of exercise play, controllers facilitate a Hot Wash to allow players to discuss strengths and areas for improvement, and evaluators to seek clarification regarding player actions and decision-making processes. All participants may attend; however, observers are not encouraged to attend the meeting. The Hot Wash should not exceed 30 minutes.

Controller and Evaluator Debriefing

Controllers and evaluators attend a facilitated C/E Debriefing immediately following the exercise. During this debriefing, controllers and evaluators provide an overview of their observed functional areas and discuss strengths and areas for improvement.

Participant Feedback Forms

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

Evaluation

Exercise Evaluation Guides

EEGs assist evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the After-Action Report (AAR).

After-Action Report

The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.

Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

After-Action Meeting

The After-Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and Improvement Plan (IP). The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR/IP.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise, and discussed and validated during the AAM.

PARTICIPANT INFORMATION AND GUIDANCE

Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- All exercise communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement **“exercise, exercise.”**
- Exercise players who place telephone calls or initiate radio communication with the SimCell must identify the organization or individual with whom they wish to speak. For radio communication use the appropriate functional group tactical call sign.
- All travel/deployment will be SIMULATED. Each exercise player or participant responding to a scenario input requiring travel will calculate the estimated travel time, including packing time, and pause their participation in the exercise until the calculated time expires.

Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

- Review appropriate organizational plans, procedures, and exercise support documents.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read the Exercise Plan, Situation Manual, and Incident Action Plan.
- Review and check your Go-kit.

During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization’s participation in an exercise, ask a controller.

- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise's trusted agents to balance realism with safety and to create an effective learning and evaluation environment.
- All exercise communications will begin and end with the statement "exercise, exercise." This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency. This includes written messages, preferably in the subject.
- When you communicate with the SimCell, identify the organization or individual with whom you wish to speak.
- Speak when you take an action. This procedure will ensure that evaluators are aware of critical actions as they occur.
- All message traffic regarding supplies, equipment, damage or contractor services are considered formal traffic and require completion of a DUVAL-213 form at the origin and recipient.
- All RADOs will maintain a DUVAL-309 form as a formal traffic log.
- All participants will maintain a DUVAL-214 form as an exercise log and time sheet.
- Use the exercise ICS-205 form for reference.
- Each exercise participant responding to a scenario input requiring travel will initiate simulated travel by checking in with RESOURCE NET controller and end simulated travel by checking in with RESOURCE NET controller.
- Formal message traffic from shelter managers to American Red Cross will be addressed to "Shelter Manager Relief Operation HQ."

After the Exercise

- Participate in the Hot Wash at your venue with controllers and evaluators.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.
- All completed forms will be turned-in to the Duval EC after the exercise.

Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers. A SimCell will simulate the roles and interactions of nonparticipating organizations or individuals. The SimCell's simulation of the Red Cross

representative in the City of Jacksonville EOC will be used to move Red Cross message traffic from Health & Welfare to the Winlink gateway.

The Section Clearinghouse will simulate the American Red Cross regional and national chain of command. Also, will be the recipient of messages addressed to “Shelter Manager Relief Operation HQ.”

Appendix A: Exercise Schedule

Day 1: May 30, 2020	Personnel	Activity	Location
08:30	All	Communications check	As required
08:50	Exercise controller	W4IZ repeater into net mode	n/a
08:55	Exercise controller	W4IZ repeater announce exercise net in progress	n/a
09:00	All	Exercise starts	As required
13:00	All	Exercise ends	As required
13:10	Exercise controller	W4IZ repeater change to normal mode	n/a
13:15	Exercise controller	Close net on W4IZ repeater	n/a

Appendix B: Exercise Participants

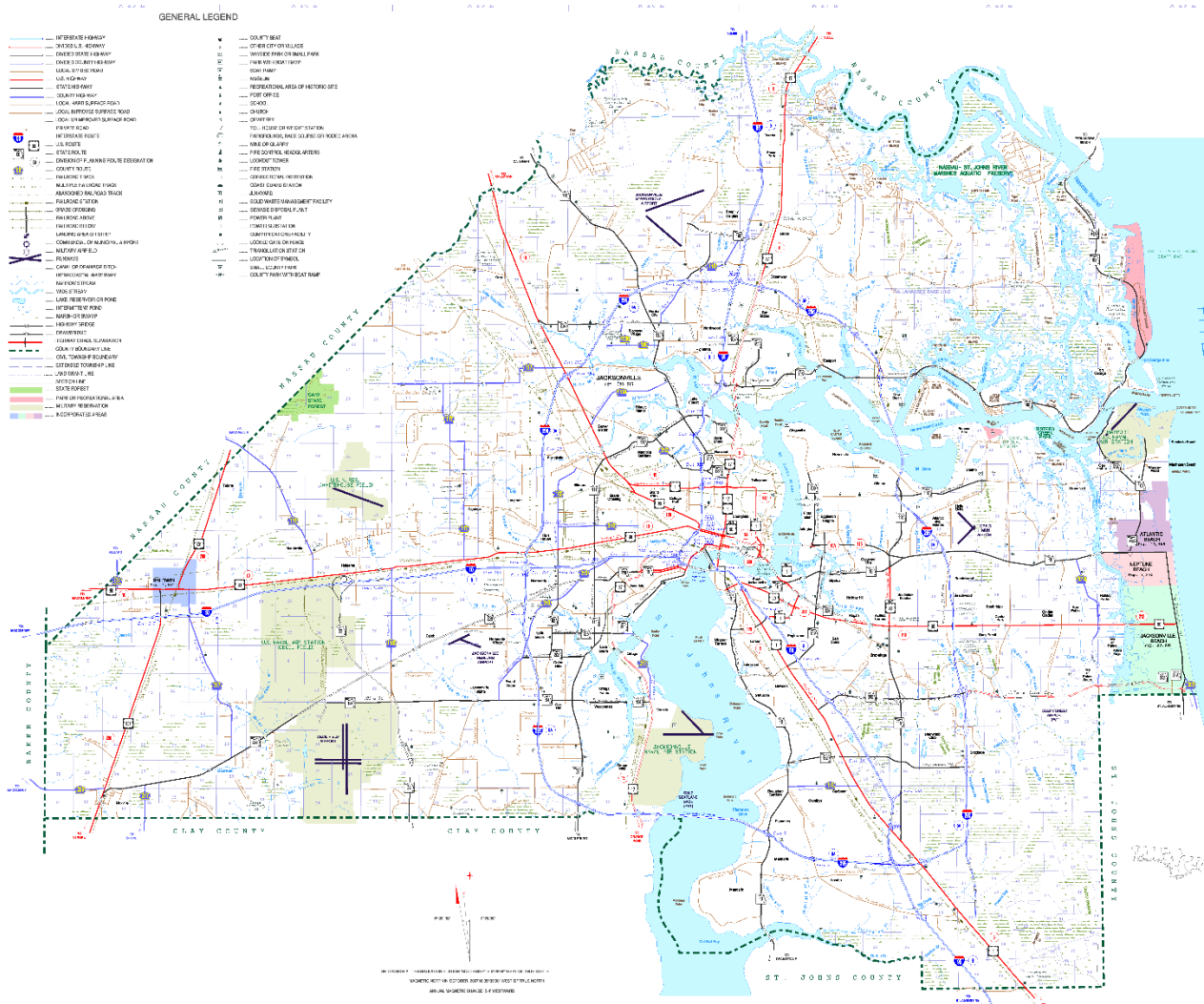
Participating Organizations
Non-Government Organizations
American Red Cross (ARC), DST volunteers
Amateur Radio Emergency Service (ARES)

Appendix C: Communications Plan

Refer to the Incident Action Plan, Duval 205 form.

Appendix D: Exercise Site Maps

Figure D.1: Duval County



Appendix E: Acronyms

Acronym	Term
DHS	U.S. Department of Homeland Security
ExPlan	Exercise Plan
HSEEP	Homeland Security Exercise and Evaluation Program
SME	Subject Matter Expert
ARES	Amateur Radio Emergency Service
ARRL	Amateur Radio Relay League
ARC	American Red Cross
COMM	Communications
EX	Exercise
EC	Emergency Coordinator
IAP	Incident Action Plan
SEC	Section Emergency Coordinator