ARRL 2020 SET

Exercise Plan
10/3/20

The Exercise Plan (ExPlan) gives elected and appointed officials, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

EXERCISE OVERVIEW

Exercise Name	ARRL 2020 SET
Exercise Dates	10/3/20
Scope	This exercise is an Operations-Based Exercises, planned for 4 to 6 hours.
Mission Area(s)	Response & Recovery
Core Capabilities	Operational Coordination & Operational Communications
Objectives	1. Demonstrate capability to operate voice HF/VHF/UHF equipment. 2. Demonstrate capability to send and receive Packet Winlink traffic. 3. Demonstrate use of Statewide Linked Repeater System. 4. Demonstrate ability to operate on backup or emergency power. 5. Demonstrate basic familiarity with ICS Form 205 Incident Radio Communication. 6. Demonstrate basic familiarity with ICS Form 309 Incident Communications Log. 7. Demonstrate ability to track status of message tasks sent and received during course of exercise. 8. Demonstrate the ability to correctly fill out an ICS Form 213 General Message.
Threat or Hazard	Power Failure and Excessive Heat
Scenario	Excessive heat has stressed the power grid and the state has implemented rolling blackouts. Individuals with special needs are transported to SPN shelters with patients with critical needs are transported to local hospitals. Hospitals are reaching maximum capacity from heatstroke patients.
Sponsor	ARRL Amateur Radio Relay League, Northern Florida Section.
Participating Organizations	Local governmental agencies. Community based organizations. Hospitals County AES group.

| **Exercise Name** | ARRL 2020 SET |
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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
Demonstrate capability to operate voice HF/VHF/UHF equipment.	Operational Communications
Demonstrate capability to send and receive Packet Winlink traffic.	Operational Communications
Demonstrate use of Statewide Linked Repeater System.	Operational Communications
Demonstrate ability to operate on backup or emergency power.	Operational Coordination
Demonstrate basic familiarity with ICS Form 205 Incident Radio Communication.	Operational Coordination
Demonstrate basic familiarity with ICS Form 309 Incident Communications Log.	Operational Coordination
Demonstrate ability to track status of message tasks sent and received during course of exercise.	Operational Communications
Demonstrate the ability to correctly fill out an ICS Form 213 General Message.	Operational Coordination

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. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., media reporters or next of kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). 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.

- **Media Personnel.** Some media personnel may be present as observers, pending approval by the sponsor organization and the Exercise Planning Team.

- **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.

- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

Artificialities

During this exercise, the following artificialities apply:

- Exercise communication and coordination is limited to participating exercise organizations, venues.

- Exercise participants are not allowed to use commercial power and cell phone use is limited to emergencies or to contact the SEC for coordination instructions.

EXERCISE LOGISTICS

Safety

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

- A Safety Officer is responsible for participant safety; any safety concerns must be immediately reported to the Safety Officer. The Safety Officer and Emergency Coordinator will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.

- 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 and the closest controller, and, within reason and training, render aid.

    – The controller aware of a real emergency will initiate the **["real-world emergency"]** broadcast and provide the Safety Officer, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any. The Senior Controller will notify the [Control Cell or SimCell] as soon as possible if a real emergency occurs.

Site Access

Media/Observer Coordination

Organizations with media personnel and/or observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and accompanied by an exercise controller at all times. Sponsor organization representatives and/or the observer controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or observer presence.

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.

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.

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.

- Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.

- All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement **["This is an exercise."]**

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.

- Be at the appropriate site at least 30 minutes before the exercise starts. Wear the appropriate uniform and/or identification item(s).

- Sign in when you arrive.

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 ["This is an exercise."] This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.

- Speak when you take an action. This procedure will ensure that evaluators are aware of critical actions as they occur.

- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller or evaluator.

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.
  https://forms.gle/EMLYTG9aZj9izZZFA

- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

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.

Appendix A: Objectives

Objectives
Exercise Objective: Demonstrate capacity of Statewide and County level Amateur Radio Emergency Services personnel to provide emergency radio communications capability to served agencies
Core Capability: Demonstrate technical proficiency with amateur radio equipment located at relevant Emergency Operation Centers, Served Agency location, and remote locations
Objective 1. Demonstrate capability to operate voice VHF/UHF equipment.
Task (a): Demonstrate ability to set up HF/VHF/UHF equipment, including power supplies, antenna connections, and peripherals (i.e. TNCs, modems, etc.)   *Task (b):* Make voice contact on appropriate FM simplex frequency between Net Control or Served Agency and a remote operator   *Task (c):* Make voice contact on appropriate FM repeater frequency between Net Control or Served Agency and a remote operator   *Task (d):* Demonstrate ability to change to Alternate and Secondary Simplex and Repeater frequencies
Objective 2. Demonstrate capability to send and receive Winlink traffic using HF, VHF/UHF or Telnet
Task (a): Send and receive a Winlink message (including an ICS form 213) between SEOC and a remote operator
Objective 3. Demonstrate use of Statewide Linked Repeater System
Task (a): Make voice contact on appropriate UHF Repeater frequency between Net Control.   *Task (b):* Make voice contact on appropriate UHF Repeater frequency between each participating County (ref. 205A)

Objectives
Objective 4. Demonstrate ability to operate on backup or emergency power
Task (a): Where appropriate, demonstrate ability to cope with loss of commercial power by reverting to alternative power sources (e.g., emergency generators, batteries, solar, etc.)
Objective 5. Demonstrate basic familiarity with ICS Form 205 Incident Radio Communication
Task (a): Create, disseminate, and adhere to an ICS Form 205 *Task (b):* If appropriate, amend ICS 205 as needed during exercise and disseminate to exercise participants
Objective 6. Demonstrate basic familiarity with ICS Form 309 Incident Communications Log
Task (a): Create and maintain an accurate, contemporaneous, legible, and archivable ICS 309 Communications Log *Critical Task (b):* Ensure Communications Log identifies message format (e.g., voice or digital)
Objective 7. Demonstrate ability to track status of message tasks sent and received during course of exercise
Task (a): Establish a system that records time task was sent or received, what was tasked, to whom task was assigned, and status of task completion (e.g., task competed at 11:00; task still outstanding pending additional resources; task not acknowledged by recipient, etc.) *Critical Task (b):* Demonstrate the ability to have multiple persons perform this activity during exercise without having things fall through the cracks
Objective 8. Demonstrate the ability to correctly fill out an ICS Form 213 General Message
Critical Task (a): Create an ICS 213 and successfully send it as an in a Winlink message or over HF net

Appendix B: Schedule

Time CDT/EDT	Personnel	Activity	Location
During the event.	All EC's	Select as many inject as you would like to use from the list in appendix C To operate during the exercise. It is Highly Encouraged to add your touch to this event and keep the volunteers active. An active practice makes for a fun and enjoyable one.	
Start	All	Follow the instructions of the exercise coordinator on arrival times and procedures when arriving.	Assigned location
0745/0845	HF Net Control HF Net Manager	Northern Florida HF Net starts.	3.950 or 7.242
0800/0900	All	Everyone should be on backup power where available	All
0800/09//	Leadership	Everyone should have a copy of the County IAP. **It is your choice to include the Section Documentation.**	All
0800/0900	All	Exercises start	All
0800/0900	Local ARES POC	Check-in to the NFL HF Net	3.950
0815/0915	All Counties	Send a request to the State EOC for a POD. Select supplies from appendix E.	**Send this request** Via Winlink (any mode or frequency) or HF voice.

Time CDT/EDT	Personnel	Activity	Location
0830/0930	All Counties	Find your local SARNet repeater frequency (ICS-205). Try contacting all participating counties **EOC** over SARNet. You can find a list on ICS-205A.	SARNet Repeater System
0850/0950	All Counties	Your primary repeater has shut down. Move all operations to your backup repeater or use a simplex frequency.	Local
0920/1020	All Counties	Go to 40m on 7.242 and contact any participating county **EOC**. You must have the operator callsign, station callsign (if available) and county name.	HF 7.242
1000/1100	All Counties	**You can ether choose an inject from appendix C or create your own. Be clever but realistic.**	This inject is at the local level.
1030/1130	All counties	Send a report to the SEC with the following information. The County Name, County or EC Callsign and number of participants. You must relay the message through one station before seeing it to the SEC.	You can send the report via HF Voice, Winlink or Winlink P2P. **Peer to Peer**, If you use P2P you can use SARNet or HF Voice to coordinate the frequency and time.
1100/1200	All	End of Exercise.	All
1100/1200	All	Select a method to hold a hotwash or After-Action Meeting and discuss and share opinions. Did the county meet the objectives? What went wrong, and how can we fix it? What went right, or how to improve the response?	In person, over the air or on a teleconference meeting.

Time CDT/EDT	Personnel	Activity	Location
1100/1200	All	At the end of the hotwash, hand out the Participant Feedback Form and all participants. If the meeting is not in person, send an email with a web address so everyone can fill out give feedback.	**Make sure all participants have a copy to this link so they can fill the feedback form.** Online https://forms.gle/EMLYTG9aZj9izZZFA

Appendix C: Simulated Injects

Activity	Goals	Instructions
One of your volunteers operating at a POD calls into net control requestion an ambulance.	Did net control get all the information? Volunteers callsign, name, location, what is the emergency and when did it happen. What is the current condition of the victim? After the ambulance leaves the location, did the operator get the hospital name the victims are being transferred, did they get the ambulance number, did they get the name, age, sex, race, hair color and condition of the victim?	The victim has fainted because of being out in the heat too long with no water. There is no medical personnel on location, and the operator was asked to get an ambulance by the POD supervisor. You or another operator should act as the deployed operators. The inject is to test the NCS and its response to the situation. An operator should get the name, age, sex and condition of the victims but only send over the air Hospital name (some facilities might not want the name put over the air) ambulance number, age, sex, race and hair color. Never send personal information.
Your served agency's POC wants to contact a supervisor at another location (Hospital, Shelter or other areas). The person should have a public service radio but are unable to reach them. They ask if you could find out what happened.	The operator might need to leave the radio to go and find the individual.	The supervisor left the radio in the office and is roaming the area supervising teams. The operator should secure from the net and then check back when they return. They should tell NCS and the person that gave the message of what had happened.

Activity	Goals	Instructions
The NCS for your local net has disappeared.	The new must keep operating at all times. Silence for too long will confuse and make operators start randomly calling for NCS or anyone that can run a net.	If you have a backup NCS, they should take over if the primary NCS is gone for more than a few minutes. If you have no backup, you should have operators on the frequency to run the net if needed.
All repeaters your group operates on have gone out. None of them are responding.	How long does it take for your volunteers to follow procedures to meet on a simplex frequency?	The test is to see how long it will take operators to start moving to the county simplex frequency, and do you need to have operators relay and can they relay all over the county?
The county health department has asked your served agency for operators to deploy to COVID testing locations.	Have two or more operators simulate or deploy to a parking lot and communicate a request to your served agency.	If you simulate this, have the operators be off frequency for ten minutes and then return. Simulating deployment, you deploy them send them to a close-by parking lot and have them do this in their vehicle or set a mobile station. The decision is yours.

These are just a few inject you could use to add to the exercises. The section can't cover local injects because every county is different. It's up to you to add to the event and make it enjoyable as well as informative.

Appendix D: Acronyms

Acronym	Term
AAM	After Action Meeting
AAR	After Action Report
ADEC	Assistant District Emergency Coordinator
AEC	Assistant Emergency Coordinator
ARRL	Amateur Radio Relay League
ARES	Amateur Radio Emergency Service
ASEC	Assistant Section Emergency Coordinator
DEC	District Emergency Coordinator
EC	Emergency Coordinator
EOC	Emergency Operations Center
ExPlan	Exercise Plan
FDEM	Florida Department of Emergency Management
FEMA	Federal Emergency Management Agency
FPTM	Florida Phone Traffic Net
Hotwash	Debriefing after the exercise
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
ICS-205	Incident Radio Communications Plan
ICS-205A	Communications List
ICS-213	General Message Form
ICS-214	Activity Log
ICS-309	Communications Log
NFAN	Northern Florida ARES Net
NFPN	Northern Florida Phone Net
NIMS	National Incident Management System
NGO	Non-Governmental
PIC	Public Information Coordinator
PIO	Public Information Officer
SARNet	State Amateur Radio Network
SEC	Section Emergency Coordinator
STM	Section Traffic Manager
SWIC	Statewide Interoperability Coordinator

Appendix E: POD Items

All terrain extended reach forklift
manual pallet jacks
4,000 watt light towers
10x10 pop-up tent
20x20 pop-up tent
30x30 pop-up tent
folding chairs
24 inch warehouse fans
100 foot 12/3 extension cords
three way splitters
55 gallon plastic trash cans with lids
55 gallon trash bags
Cellphone
Cellphone
Cell Hotspot
36" Reflective Traffic Cones
Leather Work Gloves, S/M
Leather Work Gloves, L/XL
Leather Work Gloves,
Reflective Vests, S/M
Reflective Vests, L/LX
Reflective Vests, 2XL/3XL
Medium Back Support Belts or Vest
Large Back Support Belts or Vest
Flashlight
D-Cell Batteries
C-Cell Batteries
AA-Cell Batteries
First Aid Kit
HazMat Spill Kit
Signage "Entry"
Signage "Exit"
Signage "Stop"
Cooler(100qt)
Notepad
Black Ballpoint Pens (12ct)
Window Marker
Clipboards
Port-a-potties
Hand washing stations
40-yard dumpster
Pallet of bottled water
Tanker of portable water

These are a few items I could think of you could order. Remember to add the amount of the thing you want to order.