



TNWX Exercise Planning:

A Guide for the Project Officer, Logistics Section, and the Host Unit

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**Modified with permission from:
MIWG SAREX/DREX Planning**

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1) FOREWORD:

This Guide was developed from the MIWG guide and modified for TNWG. The contents of this Guide will assist the Project Officer, Logistics Section and Host Unit to improve the exercise through sound planning.

Use this guide to aid in the planning of the exercise, and be flexible enough to accommodate variables in personnel or other factors not listed. The TNWG DOS staff is always available to help.

Feedback is welcomed. Should you have any suggestions or comments, please forward to TNWG DOS at ES@tnwg.cap.gov.

2) DEFINITIONS & JOB DESCRIPTIONS

Key players in the planning phase:

- Project Officer (PO)
- Logistics Section Chief (LSC)
- Host Unit
- Hosting Group
- Exercise Controller (EC)
- TNWG DOS Staff. (DOS)
- Target Officer (TargO)

Project Officer (PO):

TNWG will appoint a Project Officer (PO) to cover the coordination of the SAR/DR planning. The PO:

- Does *NOT* replace the IC, LSC, Admin or any other ES staff function.
- Should request staff from the local group initially then supplement from other groups if the local group does not have sufficient trained staff available.
- Is not responsible for doing all the work but is responsible for making sure that someone does it.
- Is the interface *during the Planning phase only* between TNWG and the 1) LSC, 2) Host Unit, & 3) Any other participating outside agency.
- Will assure all planning duties are assigned & are adequately addressed.
- Will update the Event web page or assure that it is done.
- Will supply the information for the wing wide email two weeks before the start date.
- Will supply the update information for the wing wide email 1 week before the start date.
- Will assure all items in this guide are executed before exercise start.
- Will work with TNWG DOS staff and Group Staff to ensure resource coordination between groups. The local group ES officer should be the main point of contact.
- Is responsible for initiating conference calls or meetings as required to produce the O-plan and provide briefings for the exercise staff.
- As the exercise draws near to the start, the PO should be phasing out, and the IC, LSC, & Host Unit should take more direct control ---- the workload for the PO should diminish. Standing up the mission base is the responsibility of the mission staff.

Logistics Section Chief (LSC):

Ideally, the LSC would come from the Host Unit if possible. An often misunderstood or underrated ES position, the LSC is a critical element to a smooth-running exercise. The CAP 2003 Mission Base Reference Text Draft shows the LSC to have 6 main duties:

- Communications Unit: *This unit develops the Communications Plan, distributes and maintains all forms of communications equipment, and manages the Incident Communications Center.*
- Medical Unit for Responders: *This unit develops the Medical Plan, and provides first-aid and light medical treatment for personnel assigned to the incident. This unit also develops the emergency medical transportation plan (ground and/or air) and prepares the medical reports.*
- Food Unit for Responders: *This unit is responsible for determining and supplying the feeding and potable water requirements at all incident facilities, and for active resources within the*

Operations Section. The unit may prepare menus and food, provide them through catering services, or use some combination of both.

- **Supply Unit:** *Orders personnel, equipment and supplies. The unit stores and maintains supplies, and services non-expendable equipment. In ICS, all resource orders are placed through the Logistics Section's Supply Unit. If the Supply Unit has not been established, the responsibility for ordering rests with the Logistics Section Chief.*
- **Facilities Unit:** *The unit sets up and maintains whatever facilities may be required in support of the incident. Provides managers for the Incident Base and camps. It also provides security support for the facilities and incident as required.*
- **Ground Support Unit:** *This unit provides transportation, and maintains and fuels vehicles assigned to the incident.*

For practical purposes, the Communications duties (Comm Plan, Comm trailer, issuing radios/equipment, and staffing) are typically assigned to the Communications Unit Leader (CUL) designated for the exercise.

Food could be the responsibility of the member (boxed lunch), or it could be provided through the LSC at cost (Subway, pizza, etc.) or otherwise provided on-site. Alternatively, free food and services may be available through such organizations as the Red Cross, Salvation Army, etc., that would be happy to participate in the exercise. Whatever method is chosen, it should be published to the membership no later than 2 weeks prior to the start date of the exercise. It is preferred that the member eat on-site (through their own boxed lunch or otherwise) to maximize training time. Water should be provided for by the LSC/Host Unit to keep the troops well hydrated---a charge to the member is fine to recover any expenses.

The Supply Unit is responsible for maintaining all of the equipment used in the exercise. Batteries should be charged and equipment tested before use. Equipment supplied to a crew should be tracked on a CAPF37. The Supply Unit is also responsible for ensuring that equipment is returned to its storage location at the end of the exercise.

The Facilities Unit is an important part of a well-run exercise. Great care should be taken in the planning phase and during setup---it will help the exercise begin without sacrificing time in setting up tables, chairs, staging, power, status boards, etc. The Facilities Unit also includes Billeting --- provide an area for members to sleep on a cot or air mattress with a sleeping bag for no cost, and identify local hotels with negotiated rates or at a minimum supply contact information. The billeting information should be published no later than two weeks from the start of the exercise.

The Ground Support Unit will be responsible for providing ground transportation. Personnel without vehicles will need to be transported to/from operation sites, and to/from messing and lodging/camping. Arrange for vans and other vehicles as needed. Aircraft management and fueling will generally be done through the Air Operations Branch Director for TNWG exercises.

Host Unit:

The unit that is local to the primary exercise operating area is generally the host unit. It may be a squadron or Group. The ICP is often co-located at the Unit's home base (airport or armory, etc.), but can also be at a site that better fits the exercise purpose. For example, if the exercise is in conjunction with a county EOC, it may make sense to hold the CAP IC base at the EOC, and have ground and air operations at other sites.

The Host Unit does NOT run the exercise. The Host Unit's primary job is to assist the PO & LSC in the Planning & Setup phase, and then support the LSC during and after the actual exercise. Ideally, the LSC would come from the Host Unit. The TargO should also come from the host unit as they will be most knowledgeable about local conditions and locations.

Among the duties expected of the Host Unit:

- Assist the PO & LSC in planning the exercise. Identify any challenges and offer solutions and staffing.
- Receive the request from the PO for the type/number/location of targets, and execute same.

- Designate a “Target Officer” to coordinate target placement & control. This is the one person available throughout the exercise who knows where each target is, that it is in fact in-place, and that it is activated (elt, epirb, etc.).
- Provide personnel to be ‘witnesses’ or ‘victims’ at the target locations if needed.
- Assist the LSC by providing proper staffing, facilities, tables/chairs, power supplies, possibly internet, food service personnel, transport vehicles and personnel.
- The Host Unit largely supports the LSC during the actual exercise, and is primary in “cleanup” after the exercise.

Hosting Group:

The hosting group is primarily responsible for providing personnel to fill the staff positions for the exercise. The staff may be drawn from multiple units but make every effort to fill the staff from the hosting group before seeking assistance from other groups. If sufficient trained personnel are not available to staff the necessary functions then identify a trainee from the hosting group and request a trainer to staff the position from another group or wing.

Exercise Controller:

The Exercise Controller or Exercise Control team runs the scenario for the incident command staff. They play the part of external agencies and provide information and situations to the command staff allowing the staff to plan and respond to the scenario. If this function is not staffed the incident command staff must act as the exercise controller by playing along with the scenario. This is less desirable as they will miss out on practice in responding to changing conditions.

TNWG DO/DOS Staff:

TNWG Staff will be available to aid the PO, and help firm up the purpose and scope of the exercise. The Staff will:

- Assist the PO & LSC in planning the exercise.
- Work with the PO and Host Unit on the type/number/location of targets.
- Work with the PO and State Director on developing and seeking approval of the O-Plan
- Work with the IC, LSC, Target Officer and PO to submit the Ex-Plan.

Target Officer:

The TargO is responsible for suggesting sites for targets, coordinating the materials needed for the targets, arranging for clues and training at the target sites and personnel to play witnesses or victims. Placing the targets and collecting them at the end of the exercise.

3) GENERAL GUIDELINES

- All TNWG members are invited to every exercise. Budget for travel and operational constraints may limit the number of attendees at any given activity.
- Groups and units may plan local training including funded training but these events must not be scheduled for the primary dates of a wing wide event.
- The hosting group or unit should plan to provide as much of the incident staff as possible. Hosting an exercise provides opportunities to train in staff. If no qualified staff person is available for a particular position, assign a trainee. Attending exercises in other areas provide opportunities to train as aircrew or ground teams. All staff positions should have a primary and backup person assigned. One or both may be trainees in the staff position. The assigned staff must be prepared to spend the bulk of their time at the exercise working or training on the staff position.
- Group ESOs will be the main contact point for resource requests and coordination of training needs between the groups. They are responsible for communicating the request to and coordinating with their group staff.
- There will be a website and pre-registration tool for all ES events. Participants who desire funded travel should be pre-registered and all funded travel must be coordinated in advance with the incident command staff.

- Exercises should focus on realistic training in Search and Rescue tasks, Disaster Impact Assessment and the New Madrid ESR tasking. Classroom training should be organized to maximize the value to trainees of all experience levels. Classes should run concurrently with the operations to insure maximum use of allocated funds. Instructors should be designated and topics of classroom training should be published no later than two weeks before the start date.
- If staffing permits an exercise controller should be used to feed conditions and situations to the incident command staff permitting them to practice planning and responding to the scenario.
- SAR sorties should be given a visual target to locate. ELTs should not be placed without a visual component. Visual only targets with no ELT are acceptable. Details about the target should be provided to the Exercise Controller so that finds can be confirmed.
- To enhance the training value of ground targets they should have a training activity for the ground team to perform once the target is located. This could include clues to process, a search after arriving at the target or a live 'survivor' or witnesses to provide additional training to the ground team.
- A standard format email will be sent to all GES qualified members two weeks before the start of the event. An update email will be sent one week before the start. The project officer is responsible for supplying the required information for both emails.

4) CHECKLISTS & RESPONSIBILITIES:

See the following pages for checklists and timelines

3~6 MONTHS IN ADVANCE				
No.	√ Done	Primary	Support	Description
1		TNWG DOS	TNWG DOS	Exercises are planned on the wing calendar at the beginning of each Fiscal Year. Tentative designations for host unit and location need to be confirmed.
2		Host Unit	TNWG DOS	Host Unit reviews general site planning considerations: <ul style="list-style-type: none"> • Exercises usually run from about 3pm Friday to Sunday afternoon. • Plan for about 50 CAP members participating • Expect 8 aircraft. Ramp space, tie-downs (hangar if hazardous wx), fuel service (400~500 gallons typically needed), minor maintenance (oil, air for tires, etc.) • Parking for 15-20 vehicles • Communications trailer and ICP space • Will Ops be in a Restricted Area? If so, gate security staffing procedures needed. • Lodging/camping for personnel
3		Hosting Group / Unit	TNWG DOS	Project officer identified.
4		PO	TNWG DOS	Develop overall mission scenario/purpose (i.e. Weather disaster, missing person, missing aircraft, etc.): <ul style="list-style-type: none"> • "Task-based" core skill training focus (ground team and aircrew taskings)? • Mission Base training focus (table top to hone base skills)? • "Scenario-based" Integrated Mission (mainly qualified ES personnel working in large mission scenario) • Inter-agency Missions (large CAP mission integrated with outside agencies, such as USCG, State Police, National Guard, City/County ES management, etc.)
5		PO	TNWG DOS	Create a list of requested target number, type, and general location relative to base. Publish to Target Officer ASAP.

3~6 MONTHS IN ADVANCE				
No.	Done	Primary	Support	Description
6	✓	Host Unit	TNWX DOS	Project Officer (PO) Confirmed
7		Host Unit	PO	Target Officer (TargO) appointed
8		Host Unit	PO/TNWX	Logistics Section Chief (LSC) appointed. Ideally, the LSC should come from the Host Unit.
9		TNWX DOS	PO	Incident Commander (IC) appointed.
10		TNWX DOS	IC/PO	Write Ops Plan and request WMIRS approval

2~3 MONTHS IN ADVANCE				
No.	Done	Primary	Support	Description
11	✓	TargO	DOS	Receive request for target type/number/location from PO.
12		TargO	Host Unit	Arrange for target locations---gain landowner permissions
13		TargO	Host Unit	Obtain/arrange for targets (elts, dummies, tarps, chutes, plane parts, etc.)

2 MONTHS IN ADVANCE

No.	√ Done	Primary	Support	Description
14		LSC	Host Unit	Arrange for building logistic needs: <ul style="list-style-type: none"> ● Administration and sign-in area: 2~4 people with laptops, plus space for waiting lines ● IC & Section Chiefs Base Staff: ~15 people plus tables/chairs/maps/status-boards/power cords. ● Air Branch area: 10~15 people, tables/chairs/maps/status-boards/power cords, separate briefing, staging & staff areas. Internet for real-time WX and FAA briefings, if possible. ● Ground Branch area: 15~25 people, tables/chairs/maps/status-boards/power cords, separate briefing, staging & staff areas. ● Bathrooms
15		LSC	Host Unit	Create map of Mission Base showing buildings, ramps, aircraft parking/fuel/maintenance, vehicle parking, messing. Provide to PO and all known base staff.
16		LSC	Host Unit	Arrange for Comm needs: <ul style="list-style-type: none"> ● Wi-Fi if possible ● Base telephones and faxes ● Where will Comm trailer be staged? ● Are Comm runners needed, or ISR radios sufficient? ● If Air Operations are off-site (remote airport), how will Air Ops to Base comm occur?
17		LSC	Host Unit	Arrange for Base Signage: <ul style="list-style-type: none"> ● To guide inbound vehicles to appropriate buildings or parking on base ● To guide personnel inside the buildings to appropriate areas (air ops, comm, staging, mess, etc.)
18		LSC	Host Unit	Plan for Messing: <ul style="list-style-type: none"> ● Food brought in or member-provided? In any case it should be on-site for maximum use of training time. Catered food (Subway, pizza, etc.) with a fee to cover costs is fine. Also, investigate the possible donation of food from the Red Cross or Salvation Army, etc. (who would probably <i>want</i> to be involved in the exercise anyway). Announce to membership what the plan is ASAP. ● Bottled water---keep the troops well-hydrated ● Coffee/Tea ● Bathrooms
19		LSC	Host Unit	Arrange for Billeting: <ul style="list-style-type: none"> ● Hotel listings and costs for members (be sure to try to arrange for a military or other discount) ● Campground locations and map. Check if on-base (ie., on-airport) camping is permitted. ● Ground transport for billeting members (hotel shuttles, CAP vans, timing, etc.) ● Publish this info out to the membership ASAP through the PO
20		PO	Host Unit	Contact Airport FBO: <ul style="list-style-type: none"> ● Insure fuel availability (400~500 gallons typical) ● Arrange a system to insure receipts are handled and correct A/C credit cards are used ● Insure that Multicard is accepted and possibly kept on file throughout the exercise. ● Arrange for vehicle access to the ramp if possible. ● Provide letter for no sales tax on fuel and inquire about possible discount. ● Insure A/C parking situation (7~10 A/C) & personnel traffic flow.

2 MONTHS IN ADVANCE				
No.	√ Done	Primary	Support	Description
21		TargO	Host Unit	Finalize target locations. Map and list all coordinates (be exact, use handheld GPS). Provide to PO and TNWG DOS Sortie/Task-Writing staff.
22		PO	ALL	Conference call to discuss all issues. PO is moderator.
23		PO	IC/TNWX	Finalize Ops Plan, publish to membership. Obtain final AF & TNWG funding approvals through WMIRS.
24		PO	TNWX DOS	Solicit membership to pre-register for exercise. Billeting & Messing details.

6 WEEKS IN ADVANCE				
No.	√ Done	Primary	Support	Description
25		TargO	PO/IC	Write detailed air & ground sortie Task descriptions, using target details and exact locations provided by Target Master. Publish to IC, PO, Scene Manager, and Air/Ground Branch Directors.
26		TNWX DOS	PO/IC	Appoint "Exercise Controller" if needed. The EC will feed information (or mis-information) during the exercise to the IC and staff during the exercise for realism.
27		PO	ALL	Conference call to discuss all issues. PO is moderator.
28		LSC	Host Unit	Create staffing for all Logistic functions.

4 WEEKS IN ADVANCE				
No.	√ Done	Primary	Support	Description
29		LSC	Host Unit	Finalize Messing arrangements.
30		LSC	Host Unit	Finalize Building Logistics, tables/chairs/staging/power/internet
31		LSC	Host Unit	Finalize Base Signage.
32		PO	TNWX DOS	Continue to solicit member pre-registration.
33		PO	ALL	Conference call to discuss all issues. PO is moderator.

2 WEEKS IN ADVANCE				
No.	√ Done	Primary	Support	Description
34		PO	TNWX DOS	Send out initial information email.
35		PO	TNWX DOS	Verify Web Page information is complete and correct.

1 WEEK IN ADVANCE				
No.	√ Done	Primary	Support	Description
36		TargO	Host Unit	Targets placed. Sketch and/or photos of site to aid in sortie debriefing/claimed finds or no-finds. Provide to PO, IC, Section Chiefs, Air/Ground Branch Directors
37		LSC	Host Unit	Verify Staffing for Logistics Functions
38		PO	TNWX DOS	Send out update information email
39		PO	TNWX DOS	Verify Web Page update information is complete and correct.

EXERCISE START DAY & DURATION				
No.	√ Done	Primary	Support	Description
40		TargO	Host Unit	Make certain all targets are placed and activated. Be available for Ops staff questions.

EXERCISE END DAY				
No.	√ Done	Primary	Support	Description
41		LSC	Host Unit/PO	Clean up all areas of buildings and sites that CAP used. Maintain good relations with owners/operators so that CAP will be welcomed back.
42		TargO	Host Unit/PO	Recover all targets and ELTs. Thank landowners--make certain that CAP will be welcomed back. Wing can generate Certificates of Appreciation on Request.

FACILITIES REQUIREMENTS				
No.	√ Done	Primary	Support	Description
1		LSC	Host Unit	Arrange for building logistic needs: <ul style="list-style-type: none"> • Administration and sign-in area: 2~4 people with laptops, plus space for waiting lines • IC & Section Chiefs Base Staff: ~15 people plus tables/chairs/maps/status-boards/power cords. • Air Branch area: 10~15 people, tables/chairs/maps/status-boards/power cords, separate briefing, staging & staff areas. Internet for real-time WX and FAA briefings, if possible. • Ground Branch area: 15~25 people, tables/chairs/maps/status-boards/power cords, separate briefing, staging & staff areas. • Bathrooms
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