



Alabama Wing

SAR/DR Exercise Planning & Execution Guide

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Revision History

1	2013	Original Release
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Purpose

The primary purpose of this document is to provide a baseline framework which can be used to plan and execute wing level, simulated search & rescue or disaster relief training exercises. As a guide, this document is not regulatory in nature; however, the structure and processes described herein are based on the evaluation criteria of the CAP-USAFI 10-2701 and the experimentation and trial & error by dozens of various exercise planners and staff members over a period of several years. Much of the content of this guide was implemented during the FY11 ALWG Ops Eval which was scored as “Outstanding” by CAP-USAF, the highest grade possible.

While the “how to” element of this document is not mandatory, the lessons learned from years’ worth of exercises that are contained within should be given their due attention. New Incident Commanders and exercise planners who lack previous experience, or who have not been involved in a long while, should use this guide as a starting point when planning their own exercise. This prevents one from having to “reinvent the wheel” or repeat the mistakes of others who have gone before them.

Not all elements of this guide will apply to every exercise, of course. Exercises which have specific or narrowly focused objectives, or ones which are run with minimal staff, will obviously have different needs than a large, multifaceted wing level SAR/DR exercise. However, while changes in processes or structure may be appropriate, many of the tasks and procedures described herein will remain the same. Proper and complete activity in-briefs, mission sign-in, and sortie briefings & releases are always necessary. The position specific checklists should always be used if that position is filled regardless of the scope and objective of the exercise.

During the initial planning stages of a training exercise, the Incident Commander and Project Officer should review this guide and decide if and where any departures are needed and then announce those changes to their staff and participants. Otherwise, members should expect to perform and exercise to the metrics described below.

Exercise Planning Schedule & Deadlines

- - 60 Days
 - Training site selected & secured
 - Incident Commander identified
 - Host unit understands and agrees to provide/coordinate basic logistics
 - Event posted on the ALWG web based Event Registration sign-up roster
 - Reminder of the event emailed to all wing members along with a reminder on how to sign up
- - 25 Days
 - Remaining key staff members identified (MSO, FASC, OSC, AOBD, GBD, CUL, LSC/host unit POC for logistics) and key staff roster published
 - Review with key staff members expectations and the ALWG Training Exercise SOP
- - 21 Days (hard deadline)
 - Enter mission request & Op Plan, including Exercise ORM & Projected budget into WMIRS for Wing & CAP-USAF approval
 - Restrict FRO List in the WMIRS mission request to designated mission FRO(s), if desired
- -10 Days
 - Supplemental staff identified & those staff members briefed on their duties and responsibilities. Any additional members interested in staff positions should be informed that there were insufficient staff positions available for their participation.
 - IC publishes diagram of ICP and designated functional areas
- - 7 Days
 - Supplemental Staff coordination
 - Survey of participant roster to ensure all necessary personnel resources are signed-up (i.e. needed aircrews, GTs, APs, FLS/FLMs, MROs, MSAs, etc.)
 - IC, CUL, MSO & Host Unit POC have reviewed facility lay-out and determined where each ICP functional area will be established within the facility
- - 24 to 48 Hours
 - Exercise inject(s) provided to the IC by the scenario facilitator, if applicable
 - Staff telecon to review open action items, final coordination issues, or other items as needed (www.freeconference.com)
- - 18 Hours
 - Weather forecast evaluated and final go/no-go decision on conducting exercise is announced.
 - Comm plan published
 - FLS publishes taxi, parking, & refueling procedures
 - CAPF 60 reminder sent
- Afternoon/Evening Before
 - Key staff arrives to set up ICP including command area, operations/briefing area, hang status boards, locate tables/chairs where they'll be used, computer & printing equipment, etc.

- Customer requests are evaluated and prioritized.
- Planning Section develops taskings to occupy at least the first wave of aircraft and ground teams expected to show the next day
- Operations Section assigns members to crews, crews to aircraft, and aircraft to taskings as planned by the planning section based on preregistration data. Pre-briefs crews remotely in effort to reduce delay the next morning.
- Set up sign in tables with an ICS 211 for cadets, an ICS 211 for seniors, and an ICS218 at every sign in station as well as a current safety currency roster at every station and blank CAPFs 60. A procedures/checklist for running sign-in should also be at each station.
- Communications. Set up the comm room including all necessary radios, antennas, antenna cables, back-up power supplies, message logs, tables, chairs, etc. Test all systems including back-up power.
- Morning Of
 - ICP staff arrives early to get signed in and conduct last minute preparations. Non-staff not allowed in ICP yet.
 - Open sign-in 1 hour before in-brief is to begin for non-staff participants.
 - Conduct 10 minute, 5 minute, & 2 minute warnings for start of in-brief with a 10 second count down to STARTEX so that all watches and time pieces can be synchronized.
- +72 hours – All sorties closed in WMIRS with closing times & distances entered and fuel receipts uploaded
- +5 Days – All mission expenses claimed on CAPF e108
- + 10 days – All mission paperwork as required by the [NHQ CAP/DOS Website](#) uploaded to WMIRS Mission Files

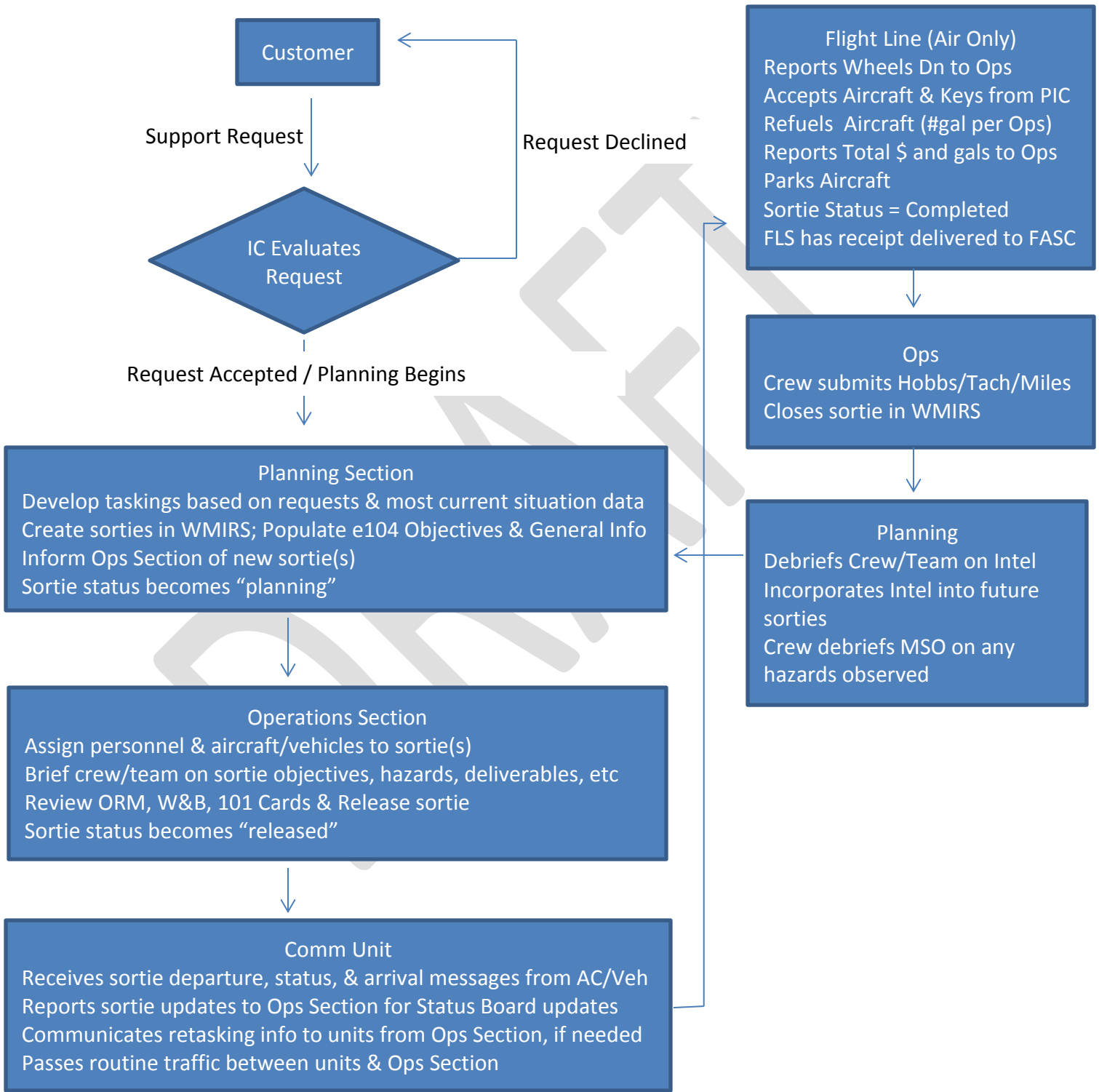
Host Unit Responsibilities

Many of the following pre-event coordination tasks need to be done to facilitate a smoothly executed exercise. While all of these tasks are not always necessary, or even possible, the host unit POC should coordinate with the IC and/or Project Officer to determine which ones can and need to be done.

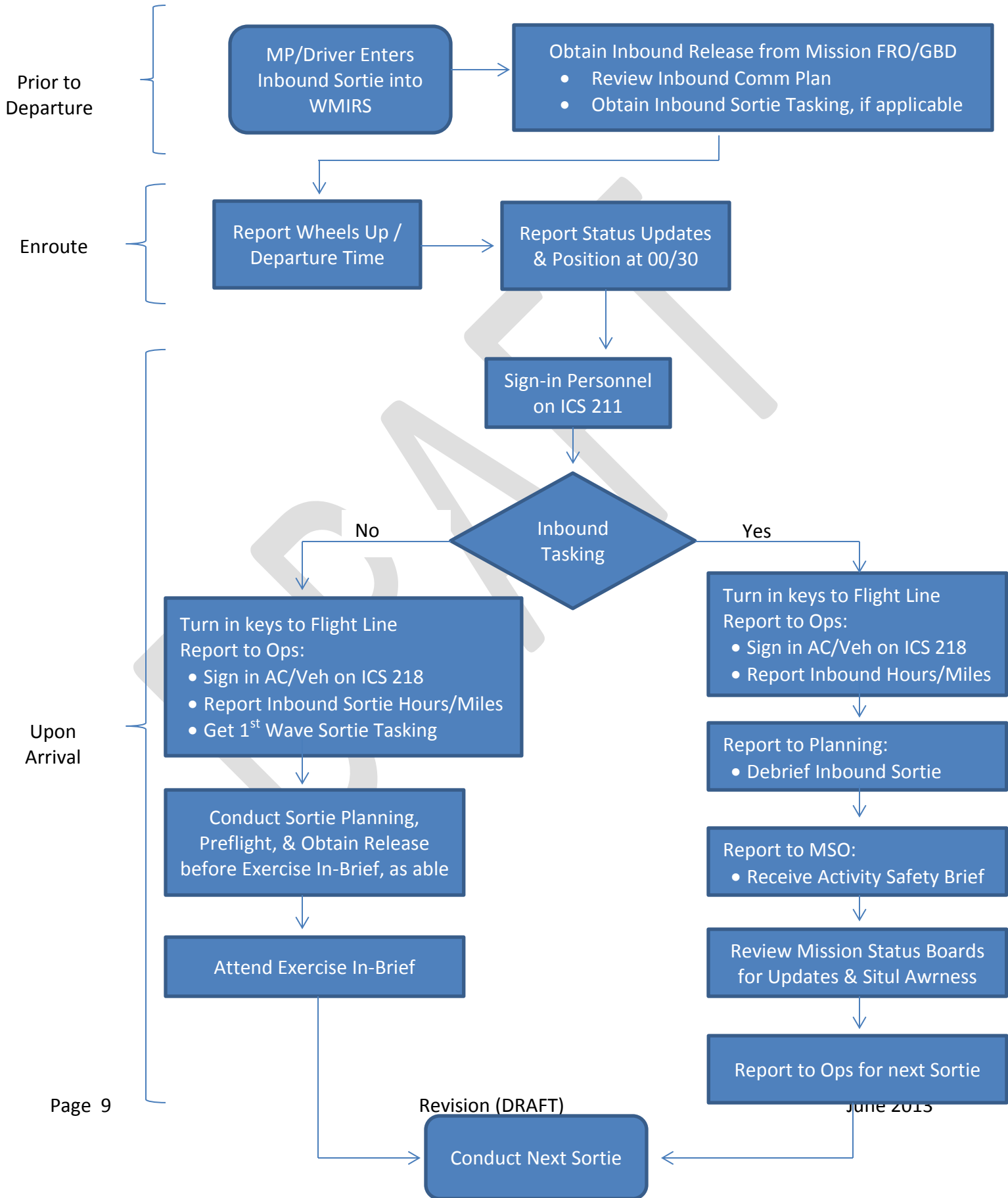
1. Adequate room(s) for a command area, an operations staff area, a flight/sortie planning area, comm room (with power and antenna access), and crew cantonment.
2. Availability of needed tables, chairs, white boards, etc.
3. Printers, power strips, & extension cables if available.
4. Internet access
5. Lunch
6. Hotel coordination for those members arriving early before or departing late after the exercise
7. Transportation to/from hotel for members arriving via air the night before or departing the next day after an exercise.
8. Negotiate discounted fuel rate at FBO
9. Secure bottled water for mission participants (and coolers too if available)
10. Coordinate which ramp for early arrival/late departure & overnight aircraft parking
11. Diagram of ICP & available areas for ICP Functional Areas

ICP Work Flows

From Customer Request to Completed Operational Sortie



Aircrew/Ground Team RELO to and Sign-In at the ICP

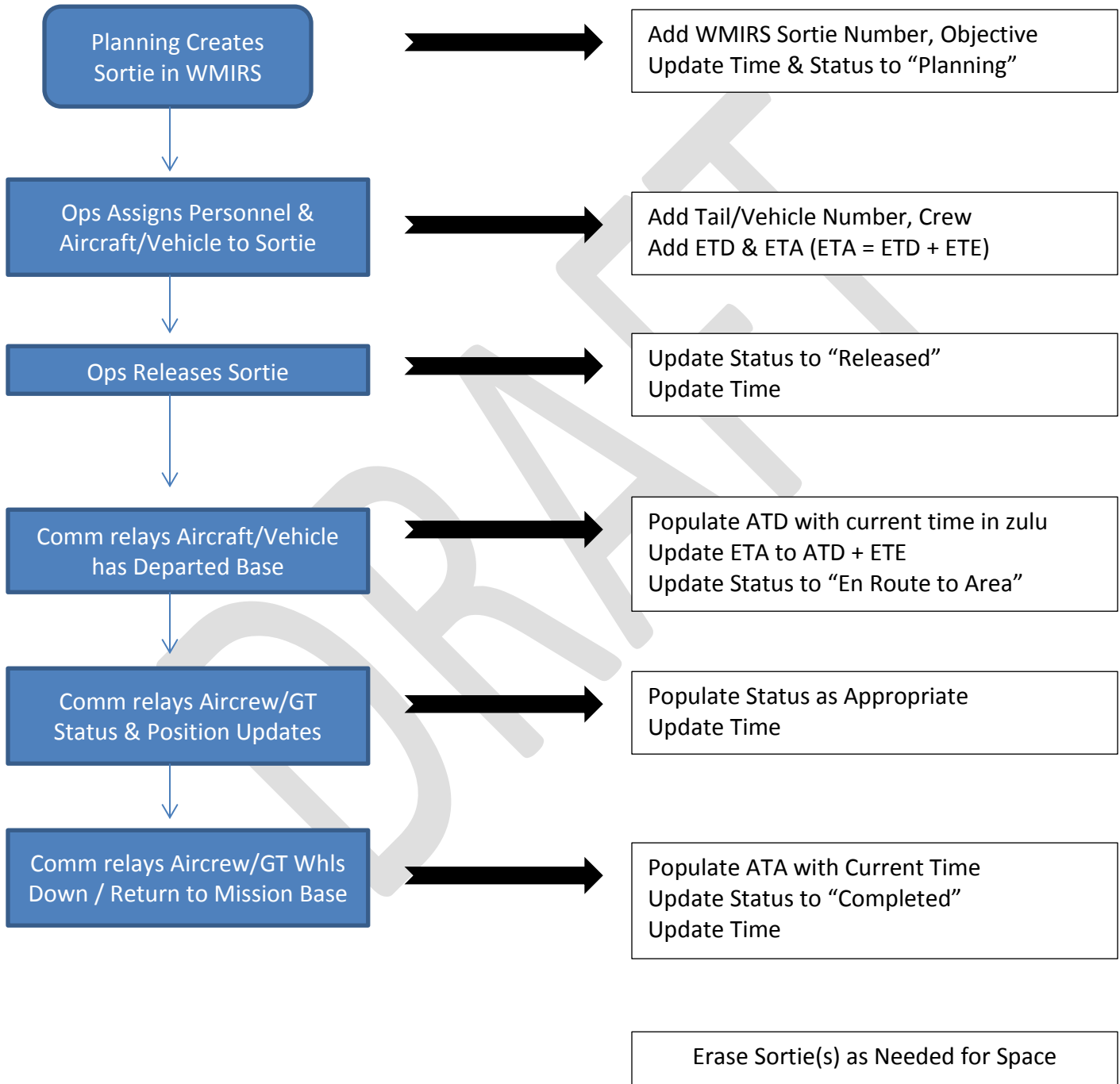


Life of a Sortie on the Sortie Status Board

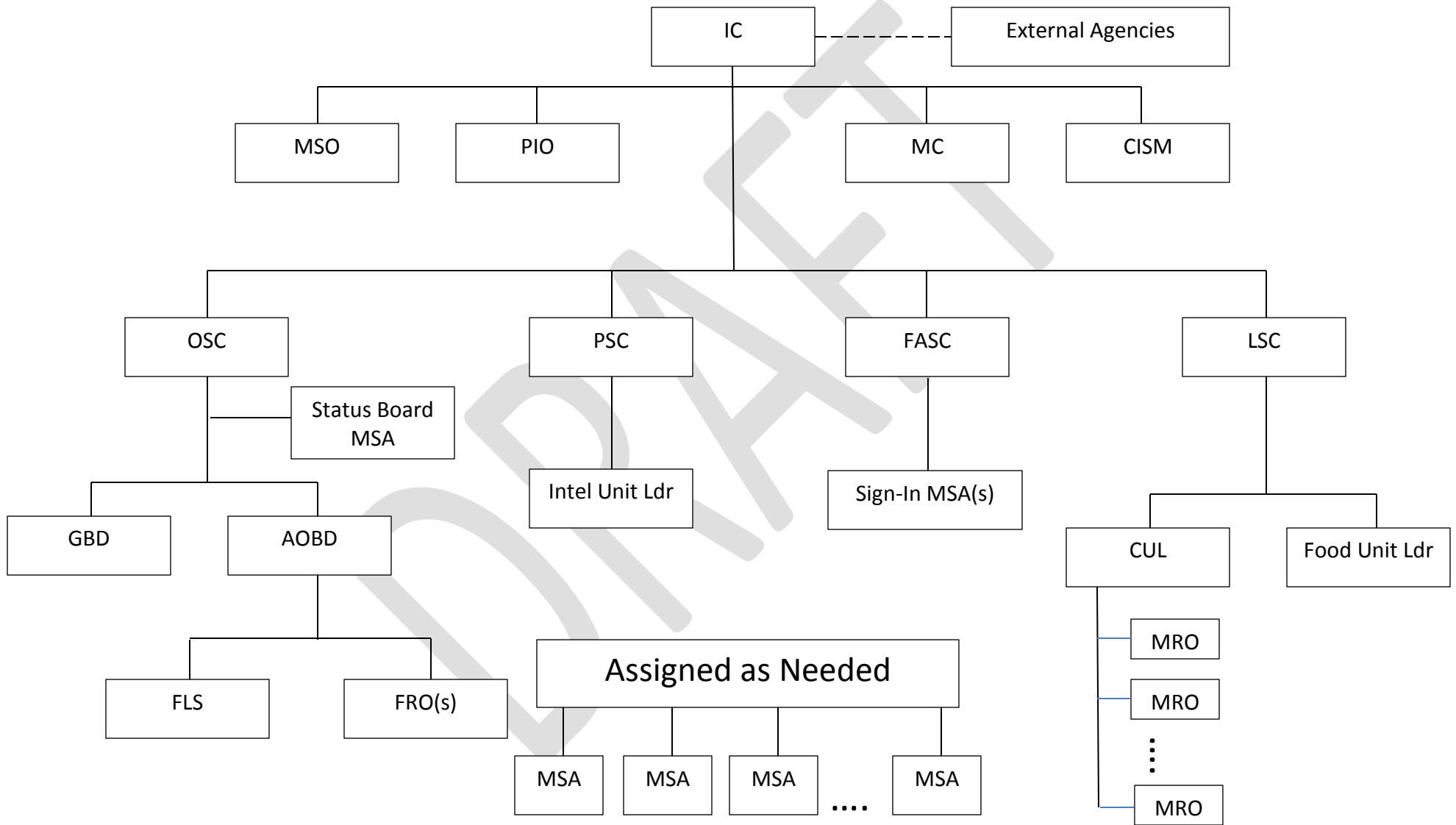
SORTIE STATUS

STATUS BOARD UPDATE

NOTE: All times should be Zulu



Incident Management Team Organizational Chart



Staff Position Duties & Responsibilities

Incident Commander

- Selects Incident Management Team (mission base staff)
- Selects & authorizes mission FROs in WMIRS
- Interfaces with outside agencies
- Evaluates customer requests (with MSO, OSC, & PSC) and accepts/rejects requests
- Sets mission priorities if active requests stretch beyond current resources' capabilities
- Lead hourly FLOPS meetings
- Lead In-Brief: Assign who will speak for each area; Prevent long speeches, unnecessary stories and specific information not appropriate for a mass briefing; Keep in-brief to less than 20 minutes ideally but no more than 30 minutes

In-Brief Checklist

- Invocation (if Chaplain or other willing party is available)
- Clearly state mission objectives
- Bring all personnel up to date on mission developments
- Brief plan on how mission objectives will be achieved
- Announce unique information about the base airfield & operating area
- Weather (current & forecast)
- Safety
 - Review Operational Risk Management Analysis (Must include at least risks to flight & ground safety & ICP safety hazards)
 - Guidance to follow FLM's instructions, if flight line staff is used
- Communications
 - Air/Base, Air/Ground, & Air/Air Channel(s)
 - Airborne Repeater use & procedures
 - "Who to contact & when" and Check-In Requirements (and consequences of missing check-ins)
 - Lost Comm procedures
- Flight Line
 - Brief results of airport survey for hazards, unique procedures, etc
 - Aircraft Key management procedures
 - Taxi, Refueling, & Parking Plan
- Public Information
 - Explain proper way to handle the media and to escort media to the PIO or IC
 - Brief participants to keep the media clear of sensitive mission base areas while being polite, helpful, and tactfully uninformative
- VIP Addresses
 - Announce the conclusion of the in-brief and note the time.

- If VIPs ramble, do not let their time be counted in the in-brief duration if criticized later for the in-brief taking too long

New Mission Tasking Checklist

- Evaluate request from customer to determine if CAP can practically & legally respond
- Confer with PSC & OSC on priority of request and how best to integrate into any current ops
- Coordinate with Planning Section on tasking development

FLOPS Meeting Checklist

- Safety
 - Safety issues observed & new mitigation procedures
 - Potential hazards
 - Hazardous Weather Update, current & forecasted
- Finance
 - Cost of completed sorties (may need to use estimated \$/Hr or \$/Mile)
 - Cost of planned sorties
 - Funds remaining & available for future tasking
 - Issues preventing optimal performance
- Planning
 - Results of completed sorties
 - Current status of mission requests
 - Future strategy & planned sorties
 - Issues preventing optimal performance
- Operations
 - Summary of sorties released from planning & status of current sorties
 - Additional resource needs
 - Issues impeding optimal performance
- Logistics
 - Resources on scene
 - Status of resources on order
 - Issues impeding optimal performance

Mission Safety Officer

- Develop exercise ORM for submission with WMIRS Op Plan
- Assist IC with pre-exercise walk through of facility to determine hazards & advise on functional area layout
- Conduct safety portion of in-brief
- Conduct safety briefings with participants who arrive after the morning in-brief
- Debrief every returning aircrew & ground team on “safety critical” hazards observed
- Attend FLOPS meetings

- Conducts and documents random inspections of participating aircraft and vehicles prior to mission execution

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Public Information Officer

- Act as Point of Contact for the media and other organizations seeking information directly from the incident or event
- Prepare accurate and effective news releases based on information from the mission in-briefing, Incident Commander, and FLOPS meeting updates.
- Proactively establish contacts with local media outlets (simulated during training) in the event their assistance and cooperation may be needed for prolonged missions
- Coordinate news releases with the IC
- Maintains a list of all news media contacts made during the mission
- Escorts VIP's & guests
- Attend FLOPS meetings

Mission Chaplain

- Lead Invocation at beginning of In-Brief
- Minister to the spiritual and emotional needs of all individuals, families, and mission staff including planning, coordinating, or providing times and locations for religious services as appropriate
- Establish a "private area" for family members or their representatives that is away from the mission base operations and flight line areas to avoid interfering with ongoing search activities

Critical Incident Stress Management Officer

- Attend the general in-brief or get a personal mission brief
- Identify a location that can be used for CISM intervention
- Ensure there is at least one dedicated phone for CISM within the ICP (CISM Cell?)
- Identify CISM team members who could provide support, if required
- Make staff assignments based on the scope of the incident
- Visits the various operational departments of the mission base to assess the level of stress present and the degree to which personnel appear to be coping with the same
- Communicates with the MSO with reference to ORM
- Assesses and Reassesses the situation for the need for CISM intervention
- Arranges for pre-exposure preparation training, demobilizations, defusings, on-scene support services and/or one-on-one interventions IAW the ICISF model and CAPR 60-5
- Provides brochures/handouts as appropriate
- Maintains an accurate daily log of all activities, including dates, times and places where CISM activities occurred (ICS 214)
- Provides a detailed, end-of-shift briefing to the relief CISM officer or team

Finance/Administration Section Chief

- Oversees sign-in setup & execution
- Ensures that all members participating have signed in; Maintains records indicating who has signed in
- Updates receipts with supplemental information (Mission Number, Aircraft/Vehicle, Sortie Number(s)) uploads to WMIRS
- Ensures completed IAP is uploaded to WMIRS
- Uploads documentation to WMIRS including at least the ICS 211, ICS 218
- Ensures documentation for POVs is uploaded to WMIRS
- Participate in FLOPS meetings

Sign-In MSA

- Establish Sign-In station(s) as directed by the FASC at ICP entrance(s).
- Collects and delivers forms to the FASC upon completion.
- Maintains sign-in station until all expected inbound personnel have arrived.

Sign-In Checklist

- Ensure member is in complete & correct uniform (especially USAF Style Uniforms)
- Collect CAPF 60
- Review member CAPID card for current membership
- Review CAPF 101 for safety currency
 - a. Ensure "Printed On" date is within the current month.
 - b. If member's ES qualifications are listed then member is indeed safety current
 - c. If CAPF 101 was NOT printed in current month, verify member's safety currency against eServices Safety Currency Report
- Have member sign-in on member type specific ICS 211
 - a. If member is a cadet, use the cadet only ICS 211
 - b. If member is a senior member, use the senior member only ICS 211
- If member is on an Aircrew or Ground Team, direct member to Ops for inbound sortie close-out, aircraft/vehicle sign-in, & tasking.
- If member is serving on mission base staff, direct member to their Incident Management Team supervisor.

Planning Section Chief

- Develops the Incident Action Plan and updates applicable sections of the Mission Status Board
- Develops taskings in coordination with the IC based on customer requests received thus far and enters those taskings into WMIRS as new sorties
- Maintains up to date situation map showing entire operational area, locations of requests, taskings, locations of leads, etc.
- Updates the Mission Status Board hourly to keep participating personnel fully informed of operational plans and the status of the mission
- Participate in FLOPS meetings
- Supervises Intel Unit Ldr in the debriefing of returning sorties and development of additional leads.
- Ensures all sortie objectives were completed successfully according to the specific customer requirements and, if not, plans additional sorties to cover any deficiencies.

Sortie Creation Checklist

- Add sortie to the WMIRS mission, Note WMIRS sortie number
- Enter "PLANNING" into Tracking Number field
- Enter date & correct Sortie Type (RELO, SAR Trng, ADIS, Comm Relay, etc)
- Enter 0 in Pilot CAPID field (WMIRS requires something be entered, Ops assigns aircrew)
- Do not populate Tail Number, Aircraft Type, or Call Sign.
- Enter Area Assigned & Objective
- Enter the following into the sortie e104
 - Base Telephone & Callsign
 - Base, Air/Gnd, & Air/Air channels
 - Required radio checks (usually ES, WU, In/Leaving Area, RTB, WD, Status at 00/30)
 - Sortie Objectives
 - Sortie Deliverables
 - Actions to be taken on Objectives & Deliverables
 - Route of Flight (if route search or transport sortie)
 - Altitude Assignments & Expected Airspeed
 - Military Low Altitude Training Routes
 - Known hazards to flight (Ops will supplement this)
 - Weather
 - Special Instructions to crew (if any) or additional information if space is needed
- Notify Ops that sortie is ready for personnel & equipment assignment

Operations Section Chief

- Maintain direct control of all available mission resources throughout the incident
- Maintain a macro-level, “big picture” approach to managing both air & ground operations
- Participate in FLOPS meetings
- Keep Air Ops & Ground branch directors fully informed of operational plans and status of mission
- Coordinates between air ops & ground branches when Air/Ground coordination in the field is necessary
- Liaises with Planning Section on new sorties that are ready for personnel/equipment assignment & execution
- Ensures Air Ops & Ground branch briefings to aircrews & ground teams are comprehensive & contained all pertinent information
- Ensure Sortie Status Board is kept up to date (by designated MSA, not himself)
- Maintains up to date Status Map showing taskings currently in execution and deployment of resources

Sortie Status Board MSA

- Maintains the Sortie Status Board with the absolute most up to date information so that mission participants can easily review the current status of all operational sorties without interrupting operations personnel
- Reviews WMIRS regularly to check for new sorties from Planning Section as well as Personnel/Equipment assignment to sorties by Operations
- Coordinates with Communications & Flight Line on the updating of sortie times & status
- Maintains the Sortie Status Board per the Status Board “Work Flow” found in this document
- Always ensures that a relief MSA assumes these duties if the primary must leave his post for any reason

Air Operations Branch Director

- Ensures safe air operations at all times; employ proper risk management procedures
- Maintains list of available aircraft & aircrew members (Derived from personnel signing in to Ops during mission sign-in)
- As crews sign-in to operations, assign them taskings, crew-mates, & aircraft as able. Advance the aircrew sortie planning cycle as much as possible.
- Assign aircrews & aircraft to sorties in WMIRS based on equipment/personnel capabilities and needs of the tasking
- Ensure air sorties on the Sortie Status Board are kept up to date with assigned taskings, takeoff times, ETE's, ETA's, & check-ins.
- Coordinate with Communications to ensure no aircraft miss required check-ins and initiate notification of the OSC and IC if missed check-ins occur
- Receive closing Hobbs & Tach times from aircrews upon return from a sortie so the WMIRS sortie can be closed then direct the aircrew to the Intel Unit for debriefing
- Oversee the conduct of aircrew briefings and flight releases ensuring they are done per the Sortie Briefing & Flight Sortie Release Checklists
- Coordinate with OSC & GBD when aircraft become involved in coordinated Air/Ground ops
- Maintain awareness of current & forecast weather conditions in the area of operations

Air Sortie Briefing Checklist

- Describe sortie objective to Aircrew including all special instructions & deliverables
- Review hazards en route to/from the area or in the area such as towers, terrain, other flight activity, etc
- Review other CAP assets operating in the area
- Review comm procedures including reporting requirements and lost comm procedures
- Direct crew to report to flight release once planning, ORM, and W&B calculation are completed

Flight Sortie Release Checklist

- Review ORM analysis
- Ensure Weight & Balance calculation has been completed
- Review CAPFs 101 of all crew members to ensure everyone is at least a trainee in their position
- Accomplish WMIRS eRelease or CAPF 99 Flight Release
- Direct crew to pick up keys from FLS

Ground Branch Director

- Ensure safety of all ground operations
- Maintains list of available vehicles & ground team members (Derived from personnel signing in to Ops during mission sign-in)
- Assign ground team members & vehicles to sorties in WMIRS based on equipment/personnel capabilities and needs of the tasking
- Ensure ground sorties on the Sortie Status Board are kept up to date with assigned taskings, departure times, ETE's, ETA's, & check-ins.
- Coordinate with Communications to ensure no ground teams miss required check-ins and initiates notification of the OSC and IC if missed check-ins occur
- Receive mileage traveled from ground teams upon return from a sortie so the WMIRS sortie can be closed then direct the ground team to the Intel Unit for debriefing
- Oversee the conduct of aircrew briefings ensuring they are done per the Sortie Briefing Checklist
- Coordinate with OSC & GBD when aircraft become involved in coordinated Air/Ground ops
- Uploads Ground Team unit logs, CAPFs 109, CAPFs 73 and other related paperwork to WMIRS.

Ground Sortie Briefing Checklist

- Describe sortie objective to Ground Team including all special instructions & deliverables
- Review hazards en route to/from the area or in the area such as hazardous road or weather conditions
- Review other CAP assets operating in the area including availability of CAP air support
- Review comm procedures including reporting requirements and lost comm procedures
- Direct crew to report for release once planning & ORM analysis are completed

Ground Sortie Release Checklist

- Review ORM analysis
- Review CAPFs 101 of all crew members to ensure everyone is at least a trainee in their position

Flight Line Supervisor

- Survey the airport for hazards, unique procedures, etc and make such information available to aircrews during in-brief and the mission status board
- Develops taxi, parking, & refueling plan. Post to Mission Status Board
- Briefs & supervises FLM's on duties & responsibilities, especially safety considerations
- Ensures all flight line staff wear safety vests and are staying hydrated
- Ensures fire extinguishers are available and all flight line personnel know their locations and how to use them
- Ensures appropriate personal protection equipment is available for and used by flight line staff
- Schedules and rotates flight line staff through breaks as appropriate;
- Monitors activities of non-CAP aircraft and vehicles in the flight line area; Report potentially unsafe practices or personnel to the MSO and IC immediately.
- Ensures all aircraft are secured with chocks & tie downs as appropriate
- Coordinates refueling of aircraft
- Maintains aircraft keys
- Reports refueling data (gallons, price) to Ops
- Sees fuel receipts are delivered to FASC in a timely manner

Logistics Section Chief / Host Unit POC

- Identify all the service and support needs for the Incident Action Plan to include the obtaining and maintaining of essential personnel, facilities, equipment, and supplies
- Develop the communications, medical, and traffic plans as a part of the IAP
- Maintain a current listing of all wing assets, their status, and locations
- Participate in FLOPS meetings
- Ensure space & needed resources are available for the ICP
- Availability of base computers, printers, extension cords
- Adequately brief relief personnel at the end of the operational period

Food Unit Leader

- Ensures that participants have available to them an on-site noon meal. (Traveling off-site to eat is incredibly disruptive to an exercise)
- Coordinates the collection of funds

Communications Unit Leader

- Responsible for ensuring all needed communication equipment will be available, set up, & operational for the mission
- Develops Mission Comm Plan & posts to the Mission Status Board for all members' review
- Develops Intra ICP Comm Plan
- Ensures communications equipment is available to communication with higher headquarters or the coordinating agency
- Ensures communication personnel maintain a master station log that is accurate and legible
- Coordinates with other agencies to make arrangements to share frequencies, if applicable
- Coordinates Remote MRO(s) or tracking of inbound & homebound assets while ICP is closed
- Supervises MROs and communications operations
- Ensures emergency & back-up power contingency plans & equipment are in place and that operators are properly trained in safety procedures (especially concerning starting/stopping and refueling generators, if used)
- Ensures all electrical safety precautions are briefed and observed
- Coordinates with AOBD on acquisition and installation of airborne repeater, if needed

ICP Layout & Functional Areas

Command

Positions represented: Incident Commander, Public Information, Safety, Chaplain, Critical Incident Stress Management, Finance/Admin, & Planning

The command area is the nerve center of the ICP. This is where overall conduct of the mission is overseen, communication with other agencies is received and initiated, and responses to customer requests and changing mission conditions are planned. Ideally, the command area of the ICP should be in a separate room that is free of distraction and to which access can be easily controlled.

The Incident Commander should be the nucleus and focus of the command area. All other staff officers in the command area support the IC and carry out his or her intent. The IC's "desk" should be located next to the Planning Section Chief's so that future operational considerations and plans can be discussed and solidified.

Within the command area should be a Taskings Status Board that lists the disposition of every request received from a customer. The nature of the request, the time the request was received, and the current status of the request should all be updated. There should also be a Situation Map that depicts the operational area, areas that have been searched, areas yet to be searched, and other tasks of which situational awareness should be maintained.

Operations

The operations area should consist of air operations, ground operations, a Sortie Status Board, and the Operations Section Chief overseeing it all. The nucleus of the operations area is the Sortie Status Board which indicates the current status of each sortie planned and those sorties currently being executed.

Communications

Sortie Planning & Crew Cantonment

Attachments

1. Sortie Status Board
2. Mission Status Board
3. Resources Status Board
4. Taskings Status Board

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