

# Black Swan 17

## *Exercise Plan*

7-8 October 2017

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

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Exercise Name</b>     | BLACK SWAN 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Exercise Dates</b>    | 1-15 October 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Scope</b>             | This exercise is a functional exercise, planned for one week throughout the Ohio and Iowa Sections of the ARRL. Exercise play is limited to communications functions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Mission Area(s)</b>   | Response and Recovery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Core Capabilities</b> | <ol style="list-style-type: none"> <li>1. Operation of directed nets to maintain communication in affected areas</li> <li>2. Activation and management of volunteers</li> <li>3. Coordination with served agencies and NGOs</li> <li>4. Accurate origination, relay, and delivery of third-party traffic</li> <li>5. Accurate after-action reporting</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Objectives</b>        | <ol style="list-style-type: none"> <li>1. Receive activation notices from served agencies</li> <li>2. Activate volunteers per SOP</li> <li>3. Establish communication nets per SOP</li> <li>4. Originate third-party traffic for served agencies</li> <li>5. Originate third-party traffic for members of the public</li> <li>6. Relay third-party traffic</li> <li>7. Deliver third-party traffic to served agencies</li> <li>8. Deliver third-party traffic to members of the public</li> <li>9. Handle tactical communication for served agencies</li> <li>10. Operate station on emergency (non-grid) power</li> <li>11. Use digital modes for tactical or formal traffic</li> <li>12. Conduct hot wash</li> <li>13. Submit AAR/IP</li> </ol> |
| <b>Threat or Hazard</b>  | Natural: severe weather including but not limited to interruption of infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Scenario</b>          | Chain of severe storms brings havoc from Iowa to Ohio. In hardest-hit areas, power remains out for several days, with water and food supplies exhausting. Emergency managers establish points of distribution and volunteer reception centers, and activate teams from CERT. Amateur radio operators establish and maintain communication on behalf of agencies and NGOs, as well as affected members of the public.                                                                                                                                                                                                                                                                                                                              |
| <b>Sponsor</b>           | Amateur Radio Emergency Service (ARES), ARRL Ohio Section                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**Participating  
Organizations**

ARRL Ohio Section  
ARRL Illinois Section  
ARRL Alaska Section  
Franklin County Ohio CERT  
Licking County CERT (Ohio)  
Franklin County Ohio ARES  
Central Ohio Traffic Net  
Ohio Single Sideband Net  
Ohio Digital Emergency Net (OHDEN)  
Ohio Military Reserve  
Indiana Guard Reserve  
National Weather Service Wilmington

**Point of  
Contact**

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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                                                  |
|---------------------------------------------------------|------------------------------------------------------------------|
| Receive activation notices from served agencies         | Coordination with served agencies and NGOs                       |
| Activate volunteers per SOP                             | Activation and management of volunteers                          |
| Establish communication nets per SOP                    | Operation of directed nets to maintain communication             |
| Originate third-party traffic for served agencies       | Accurate origination, relay, and delivery of third-party traffic |
| Originate third-party traffic for members of the public | Accurate origination, relay, and delivery of third-party traffic |
| Relay third-party traffic                               | Accurate origination, relay, and delivery of third-party traffic |
| Deliver third-party traffic to served agencies          | Accurate origination, relay, and delivery of third-party traffic |
| Deliver third-party traffic to members of the public    | Accurate origination, relay, and delivery of third-party traffic |
| Handle tactical communication for served agencies       | Accurate origination, relay, and delivery of third-party traffic |
| Operate station on emergency (non-grid) power           | Operation of directed nets to maintain communication             |
| Use digital modes for tactical or formal traffic        | Operation of directed nets to maintain communication             |
| Conduct Hot Wash                                        | Accurate after-action reporting                                  |
| Submit AAR/IP                                           | Accurate after-action reporting                                  |

**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.

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.

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, and the SimCell.

Only communication methods listed in the Communications Directory are available for players to use during the exercise.

## EXERCISE LOGISTICS

### Safety

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

A Safety Controller is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director 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 **NO PLAY**. The following procedures should be used in case of a real emergency during the exercise.

1. Real traffic of EMERGENCY, PRIORITY, or WELFARE traffic will be listed or otherwise announced with the phrase **NO PLAY** to indicate to the Controllers and Players that the traffic is handling a real incident.
2. The local Senior Exercise Controller or Exercise Director may limit, suspend, or halt exercise operations to handle real-world events. Such announcements will be made and repeated on-air with the phrase **NO PLAY** prepended and appended to the announcement text.

### Electrical and Generating Device Hazards

All applicable electrical and generating device safety requirements should be documented prior to the start of the exercise.

### Radio Frequency Hazards

All applicable radio frequency devices must be operated in agreement with good radio engineering and operating practice. Hazards associated with antenna erection, RF radiation, and demobilization must be managed.

### Site Access

#### Security

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise sites and the [Control Cell and/or SimCell] is limited to exercise participants. Players should advise their venue's controller or evaluator of any unauthorized persons.

#### Media/Observer Coordination [delete section if not applicable]

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.

### **Exercise Identification**

Exercise staff may be identified by badges, hats, and/or vests to clearly display exercise roles in various locations; additionally, uniform clothing may be worn to show agency affiliation. Table 2 describes these identification items where they are employed.

| <b>Group</b>              | <b>Color</b> |
|---------------------------|--------------|
| Exercise Director         | White        |
| Facilitator               | White        |
| Controllers               | Blue         |
| Evaluators                | Red          |
| Actors                    | Black        |
| Support Staff             | Gray         |
| Observers/VIPs            | Orange       |
| Media Personnel           | Purple       |
| Players, Uniformed        | Yellow       |
| Players, Civilian Clothes | Yellow       |

**Table 2. Exercise Identification**



## 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.

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."]**

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.

### 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.

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 your Player Information Handout, which includes information on exercise safety.

#### 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.

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.

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. 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.

### **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.

## APPENDIX A: EXERCISE SCHEDULE

**Note:** This is the master exercise schedule. Local exercise schedules may eliminate, change, or add items to this as necessary. Note that the master start and stop times are designated in universal time (Z) and other events are designated in local time (L).

Personnel involved are identified as Director (meaning Exercise Director will initiate the action), Controllers (meaning local Controllers will need to take the specified action), ARRL titles (Section Manager, Section Emergency Coordinator, or Section Traffic Manager) indicating that they need to take action, or other entities or functions (including NWS, EMA, CERT, VRC, POD, that could be Players where the organization has volunteers in that organization or function able to play, or Actors in the case of a radio operator injecting traffic).

Senior Controllers need to identify which operations they will have functioning, which they will simulate, and ensure that the identified liaison stations create the necessary traffic well ahead of the exercise, with inject times specified. This will ensure traffic ready to move when called, keeping play moving, and ensuring that operators do more than activate EOCs, exchange a few signal reports, and go home. Controllers can adjust the timing and pace of injects as needed to address the situation on the ground.

Finally, Exercise Director will cause other injects throughout the entire operation period which will necessarily cause additional load and may occasionally require changes to the local plan. Remember to be *flexible* while pursuing objectives, rather than rigid about scripting actions in such a way as to separate from the reality of any fluid situation such as an emergency.

| Time                   | Personnel                | Activity                                                                                                                               | Location |
|------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>Sat 30 Sep 2017</b> |                          |                                                                                                                                        |          |
| 1600Z                  | Director                 | Publication of final CONOPS, including frequencies for interoperability with government stations                                       | Web      |
| <b>Sun 1 Oct 2017</b>  |                          |                                                                                                                                        |          |
|                        | Director                 | Issue OPBULL 1                                                                                                                         | RF       |
| 1000Z                  | All                      | STARTEX BLACK SWAN 17                                                                                                                  | AO       |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |          |
| <b>Mon 2 Oct 2017</b>  |                          |                                                                                                                                        |          |
|                        | Director                 | Issue OPBULL 2                                                                                                                         | RF       |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN</i>                                  |          |

|                       |                   |                                                                                                                                       |    |
|-----------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------|----|
|                       |                   | DIRECTOR KD8TTE, BEXLEY OH<br>43209                                                                                                   |    |
| <b>Tue 3 Oct 2017</b> |                   |                                                                                                                                       |    |
|                       | Director          | Issue OPBULL 3                                                                                                                        | RF |
|                       | Local Controllers | Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN<br>DIRECTOR KD8TTE, BEXLEY OH<br>43209 |    |
| <b>Wed 4 Oct 2017</b> |                   |                                                                                                                                       |    |
|                       | Director          | Issue OPBULL 4                                                                                                                        | RF |
|                       | Local Controllers | Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN<br>DIRECTOR KD8TTE, BEXLEY OH<br>43209 |    |
| <b>Thu 5 Oct 2017</b> |                   |                                                                                                                                       |    |
|                       | Director          | Issue OPBULL 5                                                                                                                        | RF |
|                       | Local Controllers | Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN<br>DIRECTOR KD8TTE, BEXLEY OH<br>43209 |    |
| <b>Fri 6 Oct 2017</b> |                   |                                                                                                                                       |    |
|                       | Director          | Issue OPBULL 6                                                                                                                        | RF |
|                       | Local Controllers | Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN<br>DIRECTOR KD8TTE, BEXLEY OH<br>43209 |    |
| <b>Sat 7 Oct 2017</b> |                   |                                                                                                                                       |    |
|                       | Director          | Issue OPBULL 7                                                                                                                        | RF |
| 0000L                 | NWS               | Issue Severe Weather Alert BLACK SWAN 17 A [hazardous wx outlook]                                                                     |    |
| 0600L                 | NWS               | Issue Severe Weather Alert BLACK SWAN 17 B [wind warning]                                                                             |    |
| 0630L                 | EMA               | Activation of Flood Fight operations, e.g., sandbagging                                                                               |    |
| 0645L                 | EMA               | Activation of NGO and volunteer support, e.g., CERT, RACES, ARES                                                                      |    |
| 0700L                 | SM/STM/SEC        | Halt all incoming W traffic                                                                                                           | RF |
| 0800L                 | NWS               | Issue Severe Weather Alert BLACK SWAN 17 C [flood warning]                                                                            |    |
| 0900L                 | EMAs              | EOCs active, on amateur spectrum                                                                                                      |    |
| 1000L                 | EMA               | Shelters open                                                                                                                         |    |
| 1030L                 | VRC               | Volunteer Reception Center open.                                                                                                      |    |
| 1100L                 | EMA               | Evacuation orders                                                                                                                     |    |

|       |                   |                                                                                                  |  |
|-------|-------------------|--------------------------------------------------------------------------------------------------|--|
| 1115L | VRC               | SITREP to EMA: Volunteers reported in                                                            |  |
| 1130L | Shelter           | SITREP to EMA: Persons sheltered, remaining capacity                                             |  |
| 1145L | Shelter           | Outgoing WELFARE traffic from victims to friends and family                                      |  |
| 1200L | EMA               | Flash Flooding, Search and Rescue (SAR) activity.                                                |  |
| 1215L | VRC               | SITREP to EMA: Volunteers reported in                                                            |  |
| 1230L | CERT              | SITREP to EMA: LSAR status                                                                       |  |
| 1300L | NWS/SKYWARN       | Tornadoes and power loss                                                                         |  |
| 1330L | VRC               | SITREP to EMA: Volunteers reported in                                                            |  |
| 1345L | Shelter           | Outgoing WELFARE traffic from victims to friends and family                                      |  |
| 1400L | Controllers       | Communication towers out of backup power, halt all non-simplex activity                          |  |
| 1415L | Damage Assessment | SITREP to EMA: Number of assessments to do, number finished                                      |  |
| 1430L | Shelter           | SITREP to EMA: Persons sheltered, remaining capacity                                             |  |
| 1515L | Damage Assessment | SITREP to EMA: Number of assessments to do, number finished                                      |  |
| 1500L | VRC               | SITREP to EMA: Volunteers reported in                                                            |  |
| 1530L | CERT              | SITREP to EMA: LSAR status                                                                       |  |
| 1545L | Shelter           | Outgoing WELFARE traffic from victims to friends and family                                      |  |
| 1600L | CERT              | SITREP to EMA: Damage Assessment                                                                 |  |
| 1615L | Damage Assessment | SITREP to EMA: Number of assessments to do, number finished                                      |  |
| 1630L | VRC               | SITREP to EMA: Volunteers reported in                                                            |  |
| 1700L | NWS/SKYWARN       | Tornadoes                                                                                        |  |
| 1715L | Damage Assessment | SITREP to EMA: Number of assessments to do, number finished                                      |  |
| 1730L | Shelter           | SITREP to EMA: Persons sheltered, remaining capacity                                             |  |
| 1730L | CERT              | SITREP to EMA: LSAR status                                                                       |  |
| 1745L | Shelter           | Outgoing WELFARE traffic from victims to friends and family                                      |  |
| 1800L | VRC               | SITREP to EMA: Volunteers reported in                                                            |  |
| 1800L | Controllers       | Partial power restoration; repeaters back in service. Phone service overwhelmed and unavailable. |  |
| 1815L | Damage Assessment | SITREP to EMA: Number of assessments to do, number finished                                      |  |

|                        |                          |                                                                                                                                        |    |
|------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----|
| 1900L                  | VRC                      | SITREP to EMA: VRC closing                                                                                                             |    |
| 1915L                  | Damage Assessment        | SITREP to EMA: Number of assessments to do, number finished, end damage assessment today                                               |    |
| 1930L                  | CERT                     | SITREP to EMA: LSAR status                                                                                                             |    |
| 1945L                  | Shelter                  | Outgoing WELFARE traffic from victims to friends and family                                                                            |    |
| 2030L                  | Shelter                  | SITREP to EMA: Persons sheltered, remaining capacity                                                                                   |    |
| 2145L                  | Shelter                  | Outgoing WELFARE traffic from victims to friends and family                                                                            |    |
| <b>Sun 8 Oct 2017</b>  |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 8                                                                                                                         | RF |
| 0600L                  | POD                      | SITREP to EMA: Opening POD                                                                                                             |    |
| 0700L                  | CERT                     | SITREP to EMA: LSAR status                                                                                                             |    |
| 0800L                  | Shelter                  | SITREP to EMA: Persons sheltered, remaining capacity                                                                                   |    |
| 0930L                  | Shelter                  | Outgoing WELFARE traffic from victims to friends and family                                                                            |    |
| 1000L                  | CERT                     | SITREP to EMA: LSAR status                                                                                                             |    |
| 1100L                  | Shelter                  | SITREP to EMA: Persons sheltered, remaining capacity                                                                                   |    |
| 1200L                  | POD                      | SITREP to EMA: Volume served and supply status                                                                                         |    |
| 1230L                  | Shelter                  | Outgoing WELFARE traffic from victims to friends and family                                                                            |    |
| 1300L                  | CERT                     | SITREP to EMA: LSAR status                                                                                                             |    |
| 1400L                  | Shelter                  | SITREP to EMA: Persons sheltered, remaining capacity                                                                                   |    |
| 1530L                  | Shelter                  | Outgoing WELFARE traffic from victims to friends and family                                                                            |    |
| 1600L                  | CERT                     | SITREP to EMA: LSAR end                                                                                                                |    |
| 1700L                  | Shelter                  | SITREP to EMA: Persons sheltered, remaining capacity                                                                                   |    |
| 1800L                  | POD                      | SITREP to EMA: Closing POD                                                                                                             |    |
| 1830L                  | Shelter                  | Outgoing WELFARE traffic from victims to friends and family                                                                            |    |
| 2000L                  | Shelter                  | SITREP to EMA: Closing shelter                                                                                                         |    |
| <b>Mon 9 Oct 2017</b>  |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 9                                                                                                                         | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| 2359L                  | SM/STM/SEC               | Resume incoming W traffic                                                                                                              | RF |
| <b>Tue 10 Oct 2017</b> |                          |                                                                                                                                        |    |



|                        |                          |                                                                                                                                        |    |
|------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----|
|                        | Director                 | Issue OPBULL 10                                                                                                                        | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| <b>Wed 11 Oct 2017</b> |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 11                                                                                                                        | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| <b>Thu 12 Oct 2017</b> |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 12                                                                                                                        | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| <b>Fri 13 Oct 2017</b> |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 13                                                                                                                        | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| <b>Sat 14 Oct 2017</b> |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 14                                                                                                                        | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| <b>Sun 15 Oct 2017</b> |                          |                                                                                                                                        |    |
|                        | Director                 | Issue OPBULL 15                                                                                                                        | RF |
|                        | <i>Local Controllers</i> | <i>Local Severe Weather Scenarios, as needed. Send one SITREP per day via Radiogram to BLACK SWAN DIRECTOR KD8TTE, BEXLEY OH 43209</i> |    |
| 0959Z                  | Director                 | ENDEX                                                                                                                                  | AO |

## APPENDIX B: EXERCISE PARTICIPANTS

| Participating Organizations         |  |
|-------------------------------------|--|
| <b>Federal</b>                      |  |
| National Weather Service Wilmington |  |
| SHARES                              |  |
| AF MARS                             |  |
| <b>State</b>                        |  |
| Ohio Military Reserve               |  |
| Indiana Guard Reserve               |  |
| <b>Amateur Radio</b>                |  |
| ARRL Ohio Section                   |  |
| ARRL Iowa Section                   |  |
| ARRL Illinois Section               |  |
| ARRL Alaska Section                 |  |
| NTS/RRI NTSD/DTN European Union     |  |
| <b>Your Local Participatants</b>    |  |
| Licking County CERT                 |  |
| Licking County ARES                 |  |
|                                     |  |

## APPENDIX C: COMMUNICATIONS PLAN

Insert your local communications plan, or make reference to it if it exists as an external document, e.g., *Ohio Section Emergency Response Plan*, or subordinate plans for in-Section districts or counties.

OHDEN Communications Plan and Standard Operating Guide per  
<https://www.theohden.org/app/download/7122668354/OHIO+DIGITAL+EMERGENCY+NET+0+dot+0%282%29.pdf>

## APPENDIX D: EXERCISE SITE MAPS

Figure D.1: Area of Operation: Iowa to Ohio

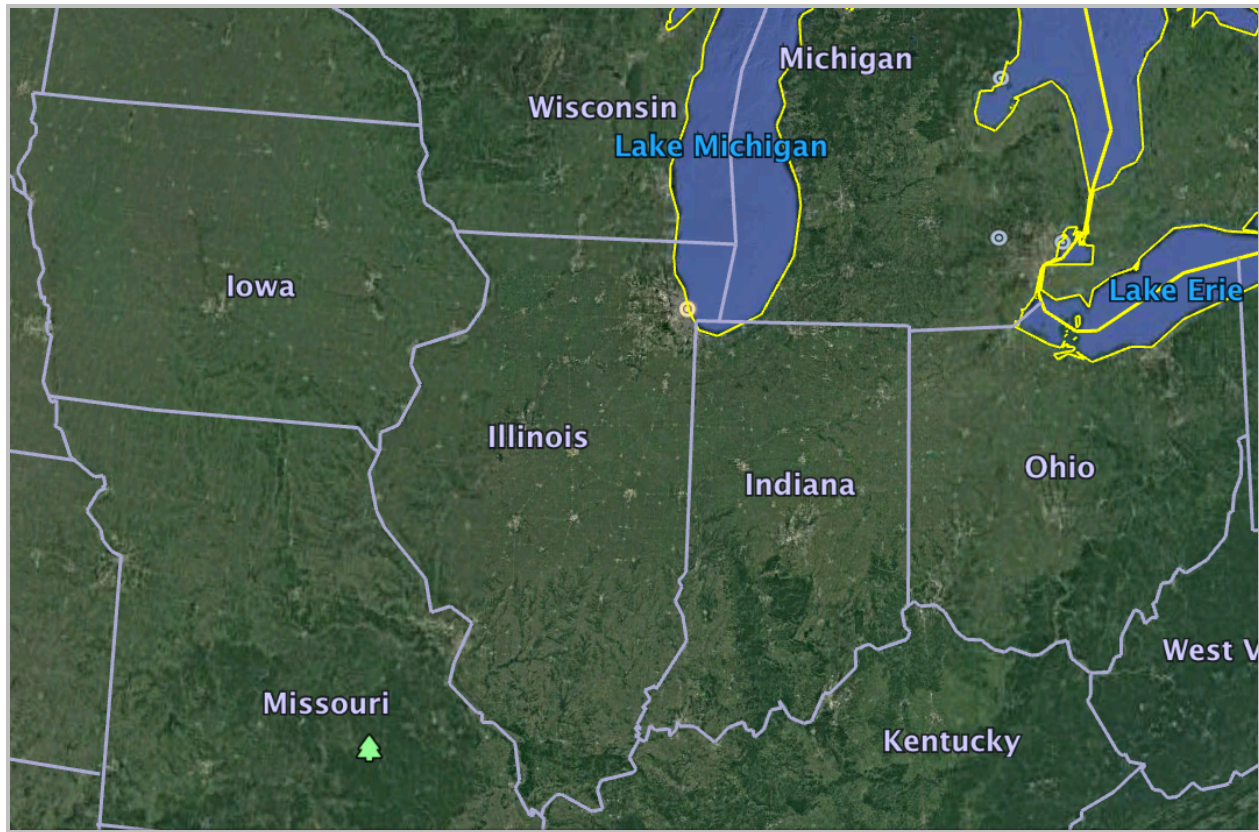


Figure D.2: [Map Title]

[Insert map]

## APPENDIX E: ABBREVIATIONS AND ACRONYMS

| Acronym       | Term                                                |
|---------------|-----------------------------------------------------|
| AAR/IP        | After-Action Report/Improvement Plan                |
| AM            | Amplitude Modulation                                |
| AO            | Area of Operation                                   |
| ARES          | Amateur Radio Emergency Service                     |
| ARRL          | American Radio Relay League                         |
| BULL          | Bulletin                                            |
| CERT          | Community Emergency Response Team                   |
| CONOPS        | Concept of Operations                               |
| CW            | Continuous Wave                                     |
| DHS           | U.S. Department of Homeland Security                |
| DTN           | Digital Traffic Net                                 |
| EXPLAN        | Exercise Plan                                       |
| FM            | Frequency Modulation                                |
| HF            | High Frequency                                      |
| HSEEP         | Homeland Security Exercise and Evaluation Program   |
| IGR           | Indiana Guard Reserve                               |
| NTS           | National Traffic System                             |
| NWS           | National Weather Service                            |
| OHMR<br>OHDEN | Ohio Military Reserve<br>Ohio Digital Emergency Net |
| OPBULL        | Operational Bulletin                                |
| POD           | Point of Distribution                               |
| RF            | Radio Frequency                                     |
| RRI           | Radio Relay International                           |
| SEC           | ARRL Section Emergency Coordinator                  |
| SHARES        | DHS SHARed RESources HF Radio Program               |
| SITREP        | Situation Report                                    |
| SM            | ARRL Section Manager                                |
| SME           | Subject Matter Expert                               |
| SSB           | Single Sideband                                     |
| STM           | ARRL Section Traffic Manager                        |
| VHF           | Very High Frequency                                 |
| VRG           | Volunteer Reception Center                          |
| UHF           | Ultra High Frequency                                |



## APPENDIX F: NWS ALERTS

Various alerts will be issued throughout the exercise. We include two samples for injects that will be used early in the exercise. Where possible, these injects should come from NWS or SKYWARN assets, which in turn cause activation of other organizations and volunteers.

If your area has no participation from NWS directly, work with your local SKYWARN affiliate to create additional traffic to inject at points you specify along the timeline to fit what activities you need to follow. If you have no SKYWARN affiliate, work with your local RACES or ARES organization to create these reports. *Ensure that they clearly identify as exercise traffic and cannot be confused as real traffic by people listening on scanners.*

### Fig F.1: BLACK SWAN 17 A

Message: THIS IS AN EXERCISE BLACK SWAN 17 A

Sent: [DATE YOU SEND IT]

Effective: [YOUR STARTEX]

Expires: [YOUR ENDEX]

Event: Hazardous Weather Outlook

Alert: THIS IS AN EXERCISE...SEVERE WEATHER FOR THE NEXT 48 HOURS...

TEST TEST TEST - - - THIS IS AN EXERCISE - - - TEST TEST TEST  
TEST TEST TEST - - - THESE EVENTS ARE NOT REAL - - - TEST TEST TEST

This Hazardous Weather Outlook is for Iowa, Illinois, Indiana, and Ohio.

.DAY ONE...Today and Tonight.

Severe thunderstorms are likely today and tomorrow. The main threats are damaging wind gusts and flash flooding due to heavy rainfall. Tornadoes and large hail are also possible.

.DAY TWO...Tomorrow and tomorrow night.

Severe thunderstorms are likely to continue through mid-day tomorrow. Residents in low-lying areas and along streams and creeks should take precautions to protect life and property.

.SPOTTER INFORMATION STATEMENT...

Spotter activation will be required.

\$\$

TEST TEST TEST - - - THIS IS AN EXERCISE - - - TEST TEST TEST  
TEST TEST TEST - - - THESE EVENTS ARE NOT REAL - - - TEST TEST TEST

**Fig F.2: BLACK SWAN 17 B**

Message: THIS IS AN EXERCISE BLACK SWAN 17 B

Sent: [DATE YOU SEND IT]

Effective: [YOUR STARTEX]

Expires: [YOUR ENDEX]

Event: Special Weather Statement

Alert: THIS IS AN EXERCISE...WIND ADVISORY FOR THE NEXT 48 HOURS...

Wind advisory in effect for [YOUR AREA] due to strong southeast winds.

TEST TEST TEST - - - THIS IS AN EXERCISE - - - TEST TEST TEST  
TEST TEST TEST - - - THESE EVENTS ARE NOT REAL - - - TEST TEST TEST

...WIND ADVISORY IN EFFECT UNTIL [YOUR ENDEX]... The National Weather Service  
in [YOUR NWS OFFICE] has issued a Wind Advisory, which is in effect until  
[YOUR ENDEX].

\* TIMING...Through [YOUR ENDEX].

\* WINDS...Southeast 45 to 55 mph. Gusts as high as 70 mph.

\* IMPACTS...Motorists, especially those in high profile vehicles, are urged to  
avoid travel if possible, and otherwise to drive with extreme caution.

\$\$

TEST TEST TEST - - - THIS IS AN EXERCISE - - - TEST TEST TEST  
TEST TEST TEST - - - THESE EVENTS ARE NOT REAL - - - TEST TEST TEST



**Fig F.3: BLACK SWAN 17 C**

Message: THIS IS AN EXERCISE BLACK SWAN 17 C  
Sent: [DATE YOU SEND IT]  
Effective: [YOUR STARTEX]  
Expires: [YOUR ENDEX]  
Event: Flash Flood Warning  
Alert: THIS IS AN EXERCISE...FLASH FLOOD WARNING

TEST TEST TEST - - - THIS IS AN EXERCISE - - - TEST TEST TEST  
TEST TEST TEST - - - THESE EVENTS ARE NOT REAL - - - TEST TEST TEST

The National Weather Service has issued a Flash Flood Warning until [YOUR ENDEX]. Extremely heavy rain has resulted in flash flooding in [AFFECTED AREA].

If you are in the warning area move to higher ground immediately. Residents along streams and creeks should take immediate precautions to protect life and property.

Motorists are reminded not to drive through flooded roads. Turn around, don't drown!

\$\$

TEST TEST TEST - - - THIS IS AN EXERCISE - - - TEST TEST TEST  
TEST TEST TEST - - - THESE EVENTS ARE NOT REAL - - - TEST TEST TEST

## APPENDIX G: EXERCISE STATUS MESSAGES

Upon completion of critical functions including but not limited to those below, participating organizations are to send BOOK TRAFFIC to their own Section Manager, Section Traffic Manager, and Section Emergency Coordinator, as well as to the Exercise Director: total of four copies for each status message. If your organization is not an amateur radio organization or your ARRL Section is not participating, have an amateur traffic handling station send your status traffic only to the Exercise Director.

1. **Exercise Director:**  
C Matthew Curtin KD8TTE  
Bexley OH 43209
2. **Ohio Section Manager:**  
Scott Yonally N8SY  
Lexington OH 44904
3. **Ohio Section Emergency Coordinator:**  
Stan Broadway, N8BHL  
Radnor OH 43066
4. **Ohio Section Traffic Manager:**  
Dave Maynard WA3EZN  
Hilliard OH 43026
5. **Iowa Section Manager:**  
Robert McCaffrey K0CY  
Boone IA 50036
6. **Iowa Section Emergency Coordinator:**  
Richard Bingham WW0Q  
Coralville IA 52241
7. **Iowa Section Traffic Manager:**  
Lee Garner WA0UIG  
Robins IA 52328
8. **Illinois Section Manager:**  
Ronald Morgan AD9I  
East Peoria IL 61611
9. **Illinois Section Emergency Coordinator:**  
Frederic Bock WD9FMB  
Peoria IL 61606
10. **Illinois Section Traffic Manager:**  
Roy Eades KA9MZJ  
Carterville IL 62918

Fig G.1: Activation Underway

|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------|-------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| <b>ARRL — the national association for Amateur Radio™</b><br><h1 style="margin: 0;">RADIOGRAM</h1>                                                                                                                                                                                                                                                                                                                                    |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| Number                                                                                                                                                                                                                                                                                                                                                                                                                                | Precedence | HX   | Station of Origin | Check                              | Place of Origin                                                                                                                                                                                                                                                                                                                       | Time Filed | Date   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | TEST P     | B24  |                   |                                    |                                                                                                                                                                                                                                                                                                                                       | HHMM L     | MMM DD |
| To                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |      |                   | This Radio Message Was Received At |                                                                                                                                                                                                                                                                                                                                       |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   | Amateur Station                    |                                                                                                                                                                                                                                                                                                                                       | Phone      |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   | Name                               |                                                                                                                                                                                                                                                                                                                                       | Email      |        |
| Phone                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | Street                             |                                                                                                                                                                                                                                                                                                                                       |            |        |
| Email                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | City, St ZIP                       |                                                                                                                                                                                                                                                                                                                                       |            |        |
| [GROUP] ACTIVATED BY [AGENCY] AT<br>HHMML X [FIGURE] VOLUNTEERS RESPONDING                                                                                                                                                                                                                                                                                                                                                            |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| [COORDINATOR CALLSIGN]                                                                                                                                                                                                                                                                                                                                                                                                                |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | From       | Date | Time              |                                    | To                                                                                                                                                                                                                                                                                                                                    | Date       | Time   |
| Rec'd                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | Sent                               |                                                                                                                                                                                                                                                                                                                                       |            |        |
| This message was handled at no charge by a licensed Amateur Radio operator, whose address is shown in the box at right above. No compensation can be accepted by a "ham" operator. A return message may be filed with the "ham" delivering this message to you. Further information on Amateur Radio may be obtained from ARRL Headquarters, 225 Main Street, Newington, CT 06111 or <a href="http://www.arrl.org">www.arrl.org</a> . |            |      |                   |                                    | The ARRL is the national association for Amateur Radio and the publisher of QST magazine. One of its functions is promotion of public service communication among Amateur Radio operators. To that end, the ARRL has organized the National Traffic System for daily nationwide message handling.<br>1320 2/11 [Conversion by KD8TTE] |            |        |

Fig G.2: Situation Reports

|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------|-------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| <b>ARRL — the national association for Amateur Radio™</b><br><h1 style="margin: 0;">RADIOGRAM</h1>                                                                                                                                                                                                                                                                                                                                    |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| Number                                                                                                                                                                                                                                                                                                                                                                                                                                | Precedence | HX   | Station of Origin | Check                              | Place of Origin                                                                                                                                                                                                                                                                                                                       | Time Filed | Date   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | R          | B72  |                   |                                    |                                                                                                                                                                                                                                                                                                                                       | HHMM L     | MMM DD |
| To                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |      |                   | This Radio Message Was Received At |                                                                                                                                                                                                                                                                                                                                       |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   | Amateur Station                    |                                                                                                                                                                                                                                                                                                                                       | Phone      |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   | Name                               |                                                                                                                                                                                                                                                                                                                                       | Email      |        |
| Phone                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | Street                             |                                                                                                                                                                                                                                                                                                                                       |            |        |
| Email                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | City, St ZIP                       |                                                                                                                                                                                                                                                                                                                                       |            |        |
| [GROUP] SITREP X [add your report, maximum 25 words. Be clear but terse, no pleasantries or introductions]                                                                                                                                                                                                                                                                                                                            |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| [COORDINATOR CALLSIGN]                                                                                                                                                                                                                                                                                                                                                                                                                |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | From       | Date | Time              |                                    | To                                                                                                                                                                                                                                                                                                                                    | Date       | Time   |
| Rec'd                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | Sent                               |                                                                                                                                                                                                                                                                                                                                       |            |        |
| This message was handled at no charge by a licensed Amateur Radio operator, whose address is shown in the box at right above. No compensation can be accepted by a "ham" operator. A return message may be filed with the "ham" delivering this message to you. Further information on Amateur Radio may be obtained from ARRL Headquarters, 225 Main Street, Newington, CT 06111 or <a href="http://www.arrl.org">www.arrl.org</a> . |            |      |                   |                                    | The ARRL is the national association for Amateur Radio and the publisher of QST magazine. One of its functions is promotion of public service communication among Amateur Radio operators. To that end, the ARRL has organized the National Traffic System for daily nationwide message handling.<br>1320 2/11 [Conversion by KD8TTE] |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |

Fig G.3: Deactivation Reports

|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------|-------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|
| <b>ARRL — the national association for Amateur Radio™</b><br><h1 style="margin: 0;">RADIOGRAM</h1>                                                                                                                                                                                                                                                                                                                                    |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| Number                                                                                                                                                                                                                                                                                                                                                                                                                                | Precedence | HX   | Station of Origin | Check                              | Place of Origin                                                                                                                                                                                                                                                                                                                       | Time Filed | Date   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | TEST P     | B24  |                   |                                    |                                                                                                                                                                                                                                                                                                                                       | HHMM L     | MMM DD |
| To                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |      |                   | This Radio Message Was Received At |                                                                                                                                                                                                                                                                                                                                       |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   | Amateur Station                    |                                                                                                                                                                                                                                                                                                                                       | Phone      |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |      |                   | Name                               |                                                                                                                                                                                                                                                                                                                                       | Email      |        |
| Phone                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | Street                             |                                                                                                                                                                                                                                                                                                                                       |            |        |
| Email                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | City, St<br>ZIP                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| [GROUP] DEACTIVATED AT HHMM X<br>QNI [FIGURE] QTC [FIGURE] QTR<br>[FIGURE (hours of operation)] [add any optional comments, total radiogram up to 25 words only. Be clear and terse.]                                                                                                                                                                                                                                                 |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
| [COORDINATOR CALLSIGN]                                                                                                                                                                                                                                                                                                                                                                                                                |            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | From       | Date | Time              |                                    | To                                                                                                                                                                                                                                                                                                                                    | Date       | Time   |
| Rec'd                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |      |                   | Sent                               |                                                                                                                                                                                                                                                                                                                                       |            |        |
| This message was handled at no charge by a licensed Amateur Radio operator, whose address is shown in the box at right above. No compensation can be accepted by a "ham" operator. A return message may be filed with the "ham" delivering this message to you. Further information on Amateur Radio may be obtained from ARRL Headquarters, 225 Main Street, Newington, CT 06111 or <a href="http://www.arrl.org">www.arrl.org</a> . |            |      |                   |                                    | The ARRL is the national association for Amateur Radio and the publisher of QST magazine. One of its functions is promotion of public service communication among Amateur Radio operators. To that end, the ARRL has organized the National Traffic System for daily nationwide message handling.<br>1320 2/11 [Conversion by KD8TTE] |            |        |

## APPENDIX H: PARTICIPATING ORGANIZATION CHECKLIST

To ensure that your organization is prepared to participate fully in the event, please consider the following checklist. You may use the master EXPLAN directly, modified only to include local contacts, or you may make any adjustment that will make the exercise work for you.

1. Secure a copy of the Master EXPLAN (this document) for reference.
2. Secure a copy of the CONOPS document as it currently exists, and get another copy 24 hours before the start of the exercise at <https://sites.google.com/view/blackswan/2017/concept-of-operation>.
3. Read the CONOPS. Read the CONOPS. Read the CONOPS. That is where the most detailed instructions for the exercise exist and ensure interoperability among all participants. It will also include additional detail as it develops, and be frozen one day before the start of exercise play.
4. If your organization is outside of the Area of Operation (Iowa, Illinois, Indiana, Michigan, and Ohio), we are especially happy for your help. Please see the CONOPS for your instructions. You will not need to make your own EXPLAN and may ignore the rest of this appendix.
5. Make a copy of the document to be designated your local exercise plan, to be modified as appropriate to add local details
6. Refer to your own Standard Operating Procedures, Memoranda of Understanding with served agencies and other organizations, frequency allocation tables, and other local documentation for details on operation.
7. Name and document your local Senior Controller, responsible for all exercise activity in your jurisdiction. The Senior Controller should appoint other Controllers to assist in the planning, control, and reporting of play.
  - a. See that the Senior Controller registers with the BLACK SWAN 17 Exercise Director at <https://goo.gl/forms/RH3aM6PnsFqnqLgi1>.
  - b. The Senior Controller is responsible for the pace of exercise play, ongoing activity to keep Players realistically busy, and reporting of status.
  - c. The Senior Controller also maintains off-air contact with the Exercise Director and other Controllers for the purpose of managing exercise play.
  - d. The Senior Controller has responsibility for and authority to modify the local Exercise Plan to meet the mission of the organization, availability of Players, and other factors. Modifications should be done in such a way as to maintain continuity, e.g., don't have floods ahead of the rain. Note in particular items **highlighted in yellow** and the timeline as needing attention.
  - e. The Senior Controller is to update the timeline to add more detail as appropriate. Ensure that the plan remains *flexible* and is able to include detail from injects that take place during exercise play. Those may include such features as new players, e.g., government stations on 60 meters channels shared with other radio services.
  - f. The Senior Controller has responsibility for and authority to limit, to suspend, or to halt exercise play to address real-world emergencies.

- g. The Senior Controller is to identify within the organization's AO where flooding and tornadic activity will have impact. Injects (see Appendix F) may need to be modified to identify specific areas affected.
  - h. Senior Controllers should expect to receive weekly BULLs via radiogram during the run-up to STARTEX, and daily BULLs via exercise play. These BULLs will include additional detail needed to complete coordination with other participating organizations. Not all BULLs will be posted online.
- 8. Name and document your local liaisons to other organizations, including served agencies, NGOs, traffic nets, ARES groups, RACES organizations, and CERTs, as appropriate.
  - a. See that your liaisons make contact with the organizations they represent to confirm their participation.
  - b. Where liaison with another organization is desired but the organization is not participating, the liaison is to coordinate with the Senior Controller to establish an Actor for that organization, with traffic and actions to be handled at a simcell.
- 9. Organizations participating in other 48-hour periods from the "intense activity" weekend of 7-8 October should look at the timeline and model their own operating period after those items.
- 10. Organizations willing to receive incoming traffic from out of the area should compile a list of participating stations with NTS addressing information. Organizations inside of the United States may create lists that include pseudonyms for recipients as long as they include details that allow for delivery. For example, one traffic station may receive traffic for "Ray Bradbury," "E.M. Forster," and "Joseph Heller," where the delivery phone number will cause delivery to go to the participating traffic station. Those addressee lists are to be sent by email to [kd8tte@arrl.net](mailto:kd8tte@arrl.net) no later than 21 September 2017, and will be published on the BLACK SWAN 17 web site. Note that incoming welfare traffic will be suspended for up to 72 hours during exercise play, as is standard procedure.
- 11. Stations looking to originate victim traffic to stations outside of the area may refer to the list on the BLACK SWAN 17 web site on 22 September. Victim names may also be invented, as the Station of Origin will identify how the traffic came about.

## APPENDIX H: FORMAT OF SITUATION REPORTS

Activities (real or simulated) by CERTs, shelters, and so on are to be reported into the local EOCs. Each local EXPLAN will identify the organizations with which it maintains liaison, an Actor or Player to originate regular situation reports for each of those organizations and to report them to the local Emergency Operations Center. Where no local EOC is available, SITREPs may be directed to the Franklin County, Ohio EOC:

BLACK SWAN EOC W8THV  
COLUMBUS OH 43230

All SITREPs are to include:

1. Current operations underway
2. Persons affected
3. Force strength
4. Any request

SITREPs may be sent between EOCs to aid in regional situational awareness and planning. Regular generation of these SITREPs is imperative for emergency managers in the region, and will ensure that traffic continues to exchange throughout the area. Such SITREPs may come in the format of ICS 213 that can be put into a form suitable for message exchange, e.g.,



**Radiogram ICS-213 Message**

|                                                                                                                                           |                             |                  |                   |                                                               |                 |                |                |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------|-------------------|---------------------------------------------------------------|-----------------|----------------|----------------|
| Number                                                                                                                                    | Precedence<br><b>TEST P</b> | HX<br><b>B12</b> | Station of Origin | Check                                                         | Place of Origin | Time of Origin | Date of Origin |
| To (Name):<br><b>BLACKSWAN17 CONTROLLER</b>                                                                                               |                             |                  |                   | Position (Title & Agency):<br><b>EMERGENCY MANAGER, EMA 1</b> |                 |                |                |
|                                                                                                                                           |                             |                  |                   |                                                               |                 |                |                |
| City, State, Zip:                                                                                                                         |                             |                  |                   |                                                               |                 |                |                |
|                                                                                                                                           |                             |                  |                   |                                                               |                 |                |                |
| Telephone and optional e-mail:                                                                                                            |                             |                  |                   |                                                               |                 |                |                |
|                                                                                                                                           |                             |                  |                   |                                                               |                 |                |                |
| From (Name):<br><b>BLACKSWAN17 CONTROLLER</b>                                                                                             |                             |                  |                   | Position (Title & Agency):<br><b>EMERGENCY MANAGER, EMA 2</b> |                 |                |                |
| Subject:<br><b>SITREP</b><br><i>(optional)</i>                                                                                            |                             |                  |                   | Local Time (conversion from UTC):<br><b>1325L</b>             |                 |                |                |
| <p><b>CERT LSAR, FLOOD FIGHT, AND VRC ACTIVE. 1500 PERSONS AFFECTED. 71 VOLUNTEERS FROM ARES AND RRI ACTIVE. REQUEST YOUR STATUS.</b></p> |                             |                  |                   |                                                               |                 |                |                |
| <p><b><i>Please be brief – Use only the period for punctuation – Assume message may be delivered in all capitals</i></b></p>              |                             |                  |                   |                                                               |                 |                |                |
| Message Routing (Received from call sign / DTG):                                                                                          |                             |                  |                   | Message Routing (Transmitted to call sign / DTG):             |                 |                |                |
|                                                                                                                                           |                             |                  |                   |                                                               |                 |                |                |

[info@radio-relay.org](mailto:info@radio-relay.org) – [www.radio-relay.org](http://www.radio-relay.org) – Follow us on Twitter@RadioRelayIntl

RRI Form 1703-ICS

## APPENDIX I: FORMAT OF DAMAGE ASSESSMENT REPORTS

Damage assessment is a function provided by a variety of responders, including CERTs in various jurisdictions. These data are collected and compiled by local EMAs, forwarded to state EMAs, and used as the basis for requesting various types of aid for the affected populations. A common form used by CERTs is the Preliminary Damage Assessment Individual Assistance report. Teams can walk through neighborhoods, identifying by structure its type, status, and habitability. These assessments can be made in the field and relayed by radio back to EOCs for compilation and forwarding on to state agencies. See B-12 of *Facts About Damage Assessment*.<sup>1</sup>

Coordinate with your local CERTs or others trained to compile these data, and to relay them to your local EMA's Assessment Center.

| PRELIMINARY DAMAGE ASSESSMENT<br>INDIVIDUAL ASSISTANCE     |                                                    |               |                                    |                               |                             |   |   |   |            | Page | of |
|------------------------------------------------------------|----------------------------------------------------|---------------|------------------------------------|-------------------------------|-----------------------------|---|---|---|------------|------|----|
| County                                                     | Name of Community Area                             | Date of PDA   | Assessor's Name/Phone Number       |                               |                             |   |   |   |            |      |    |
|                                                            |                                                    |               |                                    |                               |                             |   |   |   |            |      |    |
| LOCATION<br>Street Address, Apt/Condo, Complex, MH<br>Park | TYPE OF<br>STRUCTURE<br>SF, MH, Apt,<br>Condo, Bus | STATUS<br>O/R | NOTES<br><i>phone # (optional)</i> | DEPTH<br>OF<br>WATER<br>B/1st | HABITABILITY<br>D Maj Min A |   |   |   | INS<br>Y/N |      |    |
|                                                            |                                                    |               |                                    |                               |                             |   |   |   |            |      |    |
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| <b>TOTALS</b>                                              |                                                    |               |                                    |                               | 0                           | 0 | 0 | 0 |            |      |    |

B-12

<sup>1</sup> <http://ema.ohio.gov/Documents/DAToolbox/TabB.pdf>

## APPENDIX J: WELFARE TRAFFIC EXAMPLE

Shelters will have a large number of people who have been cut off from the outside world and need to advise friends and family of their status. Even a very brief note can help to relieve anxiety and avoid complications from a disaster. This appendix gives examples of welfare traffic that traffic nets should be able to originate from shelters and to relay to loved ones of the affected. Stations in Alaska, Connecticut, and Europe will be accepting outgoing traffic.

Have local traffic stations simulate the welfare traffic, using fictitious names for the signatures, and proper stations of origin to ensure that all traffic origin can be identified. *Ensure that such messages are clearly marked as exercise traffic.*

Where traffic nets do not have presence with local EMAs, RACES and ARES organizations should use their liaison capabilities to establish (or to simulate) presence at shelters or other places where affected population gathers and to relay the traffic to local traffic nets where possible. Where local nets are not available, traffic should be brought to Section traffic nets.

| ARRL — the national association for Amateur Radio™                                                                                                                                                                                                                                                                                                                                                                                    |                            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |       |
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| <b>RADIOGRAM</b>                                                                                                                                                                                                                                                                                                                                                                                                                      |                            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |       |
| Number                                                                                                                                                                                                                                                                                                                                                                                                                                | Precedence                 | HX   | Station of Origin | Check                              | Place of Origin                                                                                                                                                                                                                                                                                                                       | Time Filed | Date  |
| 1001                                                                                                                                                                                                                                                                                                                                                                                                                                  | TEST W                     | B24  | W8THV             | 15                                 | COLUMBUS OH                                                                                                                                                                                                                                                                                                                           | 1030 L     | OCT 7 |
| To                                                                                                                                                                                                                                                                                                                                                                                                                                    | V SIRIN<br>JUNEAU AK 99081 |      |                   | This Radio Message Was Received At |                                                                                                                                                                                                                                                                                                                                       |            |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |                            |      |                   | Amateur Station                    |                                                                                                                                                                                                                                                                                                                                       | Phone      |       |
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| Phone                                                                                                                                                                                                                                                                                                                                                                                                                                 | 907-555-1212               |      |                   | Street                             |                                                                                                                                                                                                                                                                                                                                       |            |       |
| Email                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |      |                   | City, St<br>ZIP                    |                                                                                                                                                                                                                                                                                                                                       |            |       |
| EXERCISE TRAFFIC ARL ONE X<br>ARL FIVE X URGENT MESSAGES<br>CAN COME VIA AMATEUR RADIO                                                                                                                                                                                                                                                                                                                                                |                            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |       |
| J UPDIKE WESTERVILLE OH 43086                                                                                                                                                                                                                                                                                                                                                                                                         |                            |      |                   |                                    |                                                                                                                                                                                                                                                                                                                                       |            |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | From                       | Date | Time              |                                    | To                                                                                                                                                                                                                                                                                                                                    | Date       | Time  |
| Rec'd                                                                                                                                                                                                                                                                                                                                                                                                                                 |                            |      |                   | Sent                               |                                                                                                                                                                                                                                                                                                                                       |            |       |
| This message was handled at no charge by a licensed Amateur Radio operator, whose address is shown in the box at right above. No compensation can be accepted by a "ham" operator. A return message may be filed with the "ham" delivering this message to you. Further information on Amateur Radio may be obtained from ARRL Headquarters, 225 Main Street, Newington, CT 06111 or <a href="http://www.arrl.org">www.arrl.org</a> . |                            |      |                   |                                    | The ARRL is the national association for Amateur Radio and the publisher of QST magazine. One of its functions is promotion of public service communication among Amateur Radio operators. To that end, the ARRL has organized the National Traffic System for daily nationwide message handling.<br>1320 2/11 [Conversion by KD8TTE] |            |       |