



*Operations*

## **EXERCISE EVALUATION PROGRAM**

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This operating instruction implements Air Force Policy Directive (AFPD) 10-25, *Emergency Management* by providing instructions to assigned members of the Exercise Evaluation Team (EET) in planning and conducting the various exercises required by Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management (EM) Program Planning And Operations*, Chapter 7, Table 7.1. This instruction expands the guidance for the Exercise Evaluation Program. This instruction applies to all personnel assigned to the 439th Airlift Wing (AW) and tenant units. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Form 847 to 439 AW/CCO, 100 Lloyd Street, Box 16, Westover ARB, MA 01022-1825.

#### **1. General Information.**

1.1. Each Exercise Evaluation Team (EET) member is appointed by their respective commander and assigned to the EET as an additional duty. This appointment memorandum is maintained by the 439 EET Chief, (439 AW/CCO) and Emergency Management, (439 MSG/CEX).

1.2. EET members are trained using the Advanced Distributed Learning Services Exercise Evaluation Course, Major Command (MAJCOM) specific criteria, and installation-specific criteria. Topics include an overview of the Air Force EM program, team member roles and responsibilities, the Air Force Incident Management System, exercise planning, coordination, ground rules, scripting, conduct, evaluation, reports, and analysis.

1.3. The EET Chief, with the assistance of 439 MSG/CEX and EET members, will plan and conduct exercises to evaluate the capabilities of the 439 AW in supporting all local and higher headquarters tasking.

## **2. Concept of Operations.**

2.1. EET members are critical to the success of the exercise and evaluation program. Selected by unit commanders from their most qualified personnel and acting as exercise "Trusted Agents", they directly assist the EET Chief by identifying, planning, and arranging discrete exercise events within their respective area of expertise. The EET members, utilizing their knowledge of command emphasis areas and guidelines, aid the EET Chief in setting overall exercise objectives. In the exercise planning stage, they interact with the EET Chief to build the exercise and establish a workable exercise timetable, or schedule of events.

2.2. During the exercise, the EET members execute scheduled events at the direction of the EET Chief and evaluate the resultant response. They also coordinate with other EET members during exercise execution to ensure exercise events do not impede the overall exercise schedule. Necessary exercise adjustments are made in coordination with the EET Chief. The EET may also instruct and make on-the-spot corrections as necessary to enhance the exercise's training value. Their evaluations and observations become the basis for the exercise critique and ultimately the exercise evaluation report.

2.3. After the exercise, the EET must be able to provide participants with a true overall rating of their performance. The EET must be prepared to justify and support all deficiencies discovered during the evaluation. Based upon the EET evaluation of a particular plan, regulation, or procedure, changes may be recommended to the Office of Primary Responsibility (OPR) to improve upon their product.

## **3. Duties.**

3.1. Installation Commander assigns an EET Chief and directs each assigned and tenant unit to appoint highly qualified personnel to become members of the EET. If a unit will have more than one EET member, then the unit commander designates one member as the unit's EET manager. This gives the installation EET Chief one point of contact for that unit.

3.2. Installation Exercise Evaluation Team (EET) Chief is the point of contact for exercise planning and coordinating and will:

3.2.1. Interface with higher headquarters such as Air Force Inspector General (IG) or Joint Service Inspection teams, MAJCOM IG, and local community officials.

3.2.2. Prepare a localized Exercise Evaluation Program Operating Instruction.

3.2.3. Include tenant units and ensure they participate in the installation exercise program.

3.2.4. Coordinate with the Staff Judge Advocate, Public Affairs, local law enforcement agencies, and civil governing authorities before conducting off-base exercises.

3.2.5. Train EET members.

3.2.5.1. Maintain a roster of EET members trained or requiring training and will monitor annual training requirements for the EET members.

3.2.5.2. Coordinate with the squadron or unit commanders to ensure enough EET personnel are appointed and trained.

3.2.6. Ensure EET members required to drive special purpose vehicles or heavy equipment are properly trained and certified in accordance with local guidelines before operating vehicles or machinery.

3.2.7. Incorporate local communities as often as possible in installation EM exercises.

3.2.8. Using the Self Inspection Tracking System (SITS) provides a process for tracking and resolving significant problems identified in higher headquarters inspections, installation exercises, unit self-assessment, and real-world operations after-action reports.

3.2.8.1. SITS documents the problem, establishes accountability for corrections and monitors corrective action through implementation and conclusion.

3.2.8.2. Use 439AW Form 22, *SITS Discrepancy Sheet*, as outlined in 439<sup>th</sup> Airlift Wing Instruction 90-201, *Self-Inspection Program*.

3.3. EET Members:

3.3.1. Assist the EET Chief in planning, coordinating, and executing local exercises.

3.3.2. Attend all training courses required to improve evaluation skills.

3.3.3. Provide exercise objectives and recommended events for each exercise.

3.3.4. Obtain, prepare, and use exercise props and materials.

3.3.5. Provide evaluations, observations, and recommendations on each exercise to the EET Chief within the predetermined time limits set by the EET Chief.

3.3.6. Ensure that the EET Chief is notified of any impending leave, TDY, or other absence which may affect the evaluation of a scheduled exercise.

3.3.7. Work closely with the organizational commander to ensure that exercise objectives are realistic and are a true test of the unit's capabilities.

3.3.8. Be knowledgeable of all plans, regulations, and other directives which tasks their particular unit. Maintain current copies of checklists and other procedural directives to ensure a thorough and unbiased evaluation. They will also evaluate these response checklists to determine if checklist should be improved, updated, or additional items added.

#### **4. Ground Rules.**

4.1. Avoid stereotyping exercises. Vary exercise locations to increase realism and participation. Thoroughly plan and design scenarios to create the stress and pressure that occurs in a real disaster or attack situation.

4.1.1. Give required operational reports (voice and message) to the evaluators in writing. Do not transmit these reports off base unless instructed to do so.

4.1.2. Do not recall people from leave or temporary duty. Complete all administrative forms and give them to the evaluators.

4.1.3. When responding to an exercise, use warning lights but not sirens on emergency vehicles. Use vehicle-mounted sirens or horns to announce withdrawal from the accident site.

4.1.4. Follow procedures in Air Force Joint Instruction (AFJI) 11-204, *Operational Procedures for Aircraft Carrying Hazardous Materials*, when simulating radio calls from aircraft carrying dangerous material.

4.1.5. Use Technical Order 11N-20-11, *General Fire Fighting Procedures*, line numbers in telephone, radio, and written communication during nuclear weapon accident exercises.

4.1.6. Conduct exercises in security areas. However, do not plan disaster exercises to simulate a hostile or covert penetration of security areas.

4.1.7. Do not block alert force routes or runways and do not locate simulated accidents closer than 1,000 feet (330 meters) to weapon-loaded aircraft.

4.1.8. Consider safety in all aspects of the exercise.

4.1.9. Restrict entry into facilities exempted from total evacuation to essential personnel and people having legitimate business within the facility. Personnel who were conducting business when evacuation was directed continue their business, but must remain in the facility until the evacuation portion of the exercise is over. Check evacuation plans for exempted facilities and question assigned personnel to make sure they know how to evacuate. Do not evacuate facilities which, if shut down and restarted, would cause damage or generate considerable expense. One person may be left in each evacuated facility for security/fire protection purposes. During exercises involving simulated toxic materials or explosive hazards, place primary emphasis on evacuation and protection of personnel and equipment. Do not evacuate the facilities below without coordination:

4.1.9.1. Command posts, control centers, base operations dispatch desks, air traffic control facilities, central security control, telephone switchboards, communications centers, and fire and weather stations.

4.1.9.2. Alert aircraft, alert facilities, liquid oxygen and nitrogen plants, Petroleum, Oils and Lubricants POL, hydrant facilities, computer rooms, and waste disposal facilities.

4.1.9.3. Hospital, clinic, and dental facilities.

4.1.9.4. Academic testing facilities when testing is in progress.

4.1.9.5. Security and law enforcement entry control points and posts.

4.1.9.6. Schools, nurseries, Base Exchange facilities, commissaries, credit unions, banks, post offices, religious services, dining facilities, and military court facilities.

4.1.9.7. Munitions storage areas and navigational aid facilities.

4.1.10. Wear all individual protective training equipment, including protective masks, during exercises. Exercise participants will not wear protective masks while driving a privately owned vehicle. Protective masks will not be worn while driving a Government Owned Vehicle GOV off-base.

4.1.11. Do not use major accident events conducted and evaluated as part of an attack response exercise to meet major accident response exercise requirements.

4.1.12. Include the phrase "This is an exercise message." at the beginning and very end of all written and verbal exercise communications.

4.1.13. When using the installation warning system, tell the base populace, the surrounding civilian population, and local civil authorities well in advance of the exercise.

4.1.14. General and special purpose vehicles and aerospace ground equipment located inside the cordon must be moved outside the cordon.

4.1.15. Decrease the cordon size, if necessary, to keep accident response forces within the area owned or controlled by the Air Force Reserve Command (AFRC) unit.

4.1.16. If utility shutdown is simulated, personnel must respond to the appropriate shutdown location and demonstrate knowledge of proper facility shutdown procedures.

4.2. Ground Rules for Movement of Aircraft. All aircraft movement is simulated. Ground rules for simulating aircraft movement include the following:

4.2.1. Taxi. Use the following procedures to obtain credit for the simulated taxi of an aircraft:

4.2.1.1. A minimum crew of one pilot, one co-pilot, one flight engineer, and one other crew member (fire guard) for airlift units, must proceed to the aircraft and start a minimum of one engine following technical procedures. Fighter units require one pilot and one crew chief.

4.2.1.2. The crew contacts the tower (command post or maintenance control may simulate tower operations), announcing their tail number and the taxi route they are simulating. If the crew is unaware of the proper route, obtain it from the tower (or simulated tower) or other personnel (on-scene commander).

4.3.1. Towing. Use the following procedures to obtain credit for the simulated towing of an aircraft:

4.3.1.1. Check aircraft to ensure it is capable of being towed.

4.3.1.1. Physically dispatch a tow crew (minimum of two qualified personnel) and an operable tug and tow bar and attach to aircraft.

4.3.1.1. Release all tie-down restraints. Chocks remain in place.

4.3.1.1. One tow crew member must enter the cockpit and occupy the crew position to ride brakes.

4.3.1.1. The tow crew then unhooks the tow bar and drives at tow speed along a designated route to the dispersal area. The crew then returns to the disaster cordon to simulate towing of additional aircraft, if required.

## **5. Exercise Preparation and Planning.**

5.1. Exercises require thorough planning and preparation if all exercise objectives are to be satisfied. Many exercise objectives are published within the basic regulation or directive requiring the exercise. Other objectives may be determined locally by the unit commander and/or based upon findings from previous exercises.

5.2. Exercise Sequence Planning.

5.2.1. The EET Chief determines and coordinates exercise planning requirements/date(s) based on the complexity of the exercise. Exercise planning will incorporate all of the following with either more or fewer meetings as required.

5.2.2. Meeting #1, is an initial planning effort to identify exercise objectives and concepts, schedule times and dates for EET meeting, and establish OPRs for each scenario. Also, discuss the probable scenario.

5.2.3. Meeting #2, EET members meet to develop scenarios and establish props required and assign OPRs to obtain. EET members provide inputs (event cards) to the EET Chief and exercise timing is established based on the scenario(s). Samples of inputs and exercise timing are listed in Attachment 4.

5.2.4. Meeting #3, EET Chief publishes a draft of Master Scenario of Event Listing (MSEL) and briefs to EET members. Also, adjust exercise schedule if needed and discuss previous findings. The EET reviews the sequence to ensure all objectives are covered and that the exercise challenges all participants.

5.2.5. Meeting #4, EET Chief gives pre-exercise brief, discuss limiting factors and give out radios and call signs. Inputs cards are published and distributed to appropriate EET member. Establish date for hotwash, and suspense evaluators for inputs.

### 5.3. Exercise Execution.

5.3.1. EET members should be in place at their evaluation posts as directed by the EET Chief. For exercises requiring Fire Department and/or Tower involvement, these evaluators must be in place 30 minutes before exercise start to formally notify the Fire and Tower chiefs. This is required to ensure that agencies can identify response forces and retain an actual force for real time emergencies.

5.3.2. Any deviations to the published timing sequence must be approved by the EET Chief. Requests for simulations or exercise exemptions must be approved by the EET Chief.

5.3.3. Safety will not be compromised during any exercise and each EET member must be constantly attuned to potential unsafe actions by exercise players. The exercises may be placed on hold for unsafe actions observed by any EET member. In this case, the EET Chief must be notified immediately.

5.3.4. Actual emergencies occurring during the exercise may be cause to terminate or place the exercise on hold status. This determination will be finalized by the EET Chief and responding units (normally the Fire Department).

5.3.5. Minor errors discovered and corrected by players may be mentioned in the report as a REPEAT but will not be used as a finding. Remember, exercises are training situations during which the players can fine tune their actions; do not fault players for actively playing the game and making minor errors that could be corrected on the spot.

### 5.4. After-Exercise Actions.

5.4.1. The EET chief will schedule a hotwash to follow the exercise.

5.4.2. EET members will meet for the exercise hotwash. All events will be covered and any findings, observations, and recommendations will be validated.

5.4.3. Player validation will include all exercise main events with findings, observations, and recommendations of the appropriate event. Players have the option to request full justification on findings that they feel are questionable.

5.4.4. Grading Criteria. Exercises are no-fault or training oriented. The wing commander has the option to require ratings.

5.4.5. Reports and Analysis. Exercise reports may be in any format but must identify the type of exercise, summarize the scenario, identify findings, assign offices of primary and collateral responsibility, assign a suspense for replies, and list ratings (if used). Suspense times for critiques, reports, and replies are determined locally. The EET chief analyzes individual and collective exercise reports to identify recurring or common deficiencies and reports to the readiness council. Identify recurring deficiencies in the exercise report and use them as objectives in future exercises. Observations/Discrepancies will be tracked in the wing SITS program and as part of the unit self-assessment program.

## **6. Adopted Form.**

AF Form 847, *Recommendation for Change of Publication*

ROBERT R. SWAIN, JR., Colonel, USAFR  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 10-25, *Emergency Management*, 26 September 2007

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007

AFJI 11-204, *Operational Procedures for Aircraft Carrying Hazardous Materials*, 11 November 1994

439AWI 90-201, *Self Inspection Program*, 16 July 2002

T. O. 11N-20-11, *General Fire Fighting Procedures*, 28 February 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

***Abbreviations and Acronyms***

**TA**—Trusted Agent

**UXO**—Unexploded Ordnance

***Terms***

**Knock It Off** – pre-determined prowords used over the air by exercise participants in the event an exercise must be terminated.

**Hot Wash** – A Post-Exercise review meeting used to measure the quality of the exercise.

**Attachment 2**  
**EET PLANNING CHECKLIST**

	<b>Annual</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>
<b>1</b>	Determine type of exercise to be conducted from annual schedule and current needs.			
<b>2</b>	Publish a schedule of all exercise with Wing Commander's approval			
<b>3</b>	Review EET member appointments and ensure any new members receive the appropriate training through the AF Portal (ADLS)			
	<b>Pre-Exercise Planning</b>			
<b>4</b>	Identify exercise objectives and concepts, schedule times and dates for EET meetings, and establish OPRs for each scenario. Also, discuss the probable scenario.			
<b>5</b>	Develop scenarios and establish props required and assign OPRs to obtain. EET members provide inputs (event cards) to and exercise timing is established based on the scenario(s).			
<b>6</b>	A Master Scenario of Event Listing (MSEL) is published and briefed to EET members. Also, adjust exercise schedule if needed and discuss previous findings. The EET reviews the sequence to ensure all objectives are covered and that the exercise challenges all participants.			
<b>7</b>	Conduct an Operational Risk Management (ORM) review of the exercise to ensure the safety of all participants and adjust scenario as required			
<b>8</b>	EET Chief gives pre-exercise brief, discuss limiting factors and give out radios and call signs. Inputs cards are published and distributed to appropriate EET member. Establish date for hot wash, and suspense evaluators for inputs.			
<b>9</b>	Make required notifications (fire tower, security) and obtain approval from Wing Commander and AFRC for off base exercise			
<b>10</b>	Obtain Wing Commander's approval before using training munitions			
<b>10a</b>	Identify or list training munitions to be used in the			

	exercise MSEL			
<b>10b</b>	Draw a map with coordinates of where training munitions will be set off.			
<b>10c</b>	Identify which trained EET member will expend the training munitions			
<b>11</b>	Establish simulations and how they will be interjected and by whom.			
<b>11a</b>	Determine if weather information used will be provided or if actual weather conditions will be used during the exercise			
<b>11b</b>	Determine Line numbers to be used during the exercise			
<b>11c</b>	Determine names to be used as potential casualties during the exercise. Contact individual to obtain permission to use name and information			
<b>12</b>	Determine communication needs of the EET team and coordinate any radio frequencies with CF			
<b>12a</b>	Establish call signs for EET members being issued LMR(s)			
<b>12b</b>	Coordinate a listing of Cell phone numbers for additional EET members not assigned a radio			
<b>13</b>	Obtain props, exercise markings determine who will be responsible and control			
<b>13a</b>	Vehicles to be used (including any special markings on vehicles used that may be damages, etc)			
<b>13b</b>	Aircraft to be used			
<b>13c</b>	Smoke generator or grenades			
<b>13d</b>	Mannequins used to simulate casualties is situation warrants			
<b>13e</b>	Contamination			
<b>13f</b>	UXO training munitions			

	<b>Prior to Exercise</b>			
<b>14</b>	Conduct pre-exercise brief with EET			
<b>14a</b>	ALL TRANSMISSION MUST BEGIN AND END WITH “ <b>THIS IS AN EXERCISE MESSAGE</b> ”			
	IN THE EVENT EXERCISE MUST BE TERMINATED THE TERM “ <b>KNOCK IT OFF</b> ” WILL BE TRANSMITTED			
	IN THE EVENT A SHORT TERM PROBLEM OCCURS THAT REQUIRES A BRIEF STOP “ <b>TIME OUT</b> ” WILL BE TRANSMITTED			
<b>14b</b>	Review Ground rules with Team			
<b>14c</b>	Instruct all EET members to be vigilant for potential safety issues that may arise and take immediate action to correct that issue			
<b>15</b>	Ensure all participating units have been provided with a copy of the established ground rules and approved simulations. (i.e., M-9 Tape will be simulated with OD green tape)			
	<b>Post Exercise</b>			
<b>16</b>	Schedule date and time for a “Hot Wash” of the exercise			
<b>17</b>	EET members will submit any findings (discrepancies or outstanding performances) on 439 AW form 22, the SITS Discrepancy Worksheet.			
<b>18</b>	An Exercise report will be written by the EET chief and distributed to all participating agencies. The report will:			
<b>18a</b>	Document the exercise scenario and summarize the detail of the event			
<b>18b</b>	Document any findings and suggested corrective actions			
<b>18c</b>	Assign OPR for follow up and any corrective actions			
<b>19</b>	EET Chiefs inputs all findings into the SITS program and track them			
<b>20</b>	OPR(s) ensure the corrective actions are accomplished and submit a reply to the EET Chief and forward an informational copy to the Emergency Management Office (CEX)			

**Attachment 3**  
**SAMPLE EXERCISE REPORT**

***EXERCISE NAME***

Location

Date/Time

1. Purpose

This is a combined natural disaster/munitions exercise to comply with AFI 10-2501, Table 7.1. The exercise will test notification, emergency response and recovery.

2. Objectives: (Sample only - Objectives change with various exercises)

- a. Proper notification of affected agencies, as well as timeliness and effectiveness of response.
- b. Establishment of an On-Scene Control Point (OSCP), cordon, and an Entry control Point (ECP).
- c. Proper control of accident area to include parking plan, as well as vehicle and personnel flow in area.
- d. Acceptance of responsibility for and transportation of deceased.
- e. Behavioral Science's advisement of hostage negotiators and assimilation of profile.
- f. Triage and transport of victims in mass casualty situations.
- g. Assess effectiveness of corrective actions on other FINDINGS from previous MAREs.

3. Scenario:

A powerful storm front passes south of Atlanta and begins moving north up the East Coast. The storm spawned several tornados and brought heavy rains and flooding to the southeast region. The National Weather Service predicts the storm will continue to produce high winds, heavy rains, thunderstorms, hail and the possibility of continuing tornados as it moves into New England. The storm is expected to pass over Westover at approximately 0830 Tuesday morning.

4. Master Scenario Events List (MSEL) – listed if simple, attached if complex

A MSEL (pronounced mee-zul) is typically used in operations-based exercises and contains a chronological listing of the events that drive exercise play. The MSEL links simulation to action and reflects each inject or event that will prompt players to implement the policy or procedure being validated. MSEL entries that controllers must simulate are called injects.

5. Requirements and Limitations

Props required: (list all props to be used and agency)

- Crashed Vehicles, 2 ea.
- Mannequins, 3 ea. (May be moulaged by MDG). (MDG & CEF)
- Vehicle driven by crazed GI (OSS/OSAE)
- Victims (to be moulaged)

- Smoke Grenades and Ground Burst Simulators (Office Symbol)
- Moulage (MDG)

Scripts: (List of scripts to be used and general area)

- Kidnapper will have question guideline, demands
- Victims: Requests Chaplain or Priest to meet them at MDG, direction of kidnapper escape, witnesses
- Phone calls to PA, SFS, CP, and 911

Limitations: (List any limitations or simulations that impact the exercise)

- Possible limitation with evacuation of Conference CTR
- Use of Club limited to Lobby; possible problem with workers or deliveries
- Smoke grenades not ignited near personnel
- Request for no media, real or simulated

## 6. ORM

All EET members must attend the mandatory safety meeting the day prior to the exercise. The final MSEL will be distributed at the safety meeting and final assignments will be determined. EET members will observe all a phases of the exercise from their functional area and any other areas assigned. The following items will be closely observed:

Chalking vehicles

Traffic control

PPE

Stop exercise transmit “KNOCK IT OFF” might be followed with “Real World Emergency”

To stop a small localized problem use the term “TIME OUT”

Include “THIS IS AN EXERCISE MSG” at beginning and end of all transmissions

## 7. Notes from the EET Chief

The exercise will begin at approximately 0750 and will be facilitated by the EET Chief and Emergency Management Staff.

When the exercise moves into the recovery phase and the “players” can provide a comprehensive plan to complete the recovery, the EET Chief will terminate the exercise.

It is expected that the exercise will be terminated NLT 1130 local.

A Hot Wash will be conducted at 1300 at the Conference Center.

A final report will follow which includes areas of concern and items placed in SITS for tracking and follow-up.

## 8. Observations/Recommendations

(1.) **Observation:** (AW/CV) Activation of the CAT was confusing. Better communications between CP and wing as to when the CAT was activated. Crash occurred at 0900 and CAT was activated at approx. 0945. (OPR: CP & AW/CCE OPEN)

**Recommendation:** None

(2.) **Observation:** (CAT Exec) CAT activation is a joint exercise between CP and Wing HQ staff. (This is basically the same as #1.)

**Recommendation:** When the secondary crash is activated Wing HQ staff assumes full responsibility to contact and brief CC or CV (actual or acting) on the situation. This helps in facilitating CAT activation concurrently with EOC notification. After hours, all notification will come via CP. (OPR: CP & AW/CCE OPEN)

## Attachment 4

## SAMPLE MASTER SCENARIO EVENTS LIST

Event No.	Date/Time	Event	Implementer and Method	Correct Answer/Action/Notes
7-1	7/1000	EET meeting	AW/XX	Finalize inputs for MSEL, ensure all props available, assign evaluator positions, issue radios, call signs.
7-2	7/1400 - 1600	Trans convoys crash vehicles to heritage park	EET/ TRNS and XXX	
8-1	8/0550 - 0645	Bus departs TRNS for ____, arrives at Park with simulated victims NLT 0645		
8-2	8/0630	PA meets actual local media at visitor's gate (tentative)	PA -real world	
8-3	8/0645	MDG begins moulage of actors	MDG	
8-4	8/0715	Moulaged mannequins (3) positioned.		
8-5	8/0715	Actor (crazed GI) at heritage Park for briefing by MDG member		
8-6	8/0800	Moulaged Victims in place, Mannequins in position in car and by pavilion, actors briefed, scripts in hand, final brief.		
8-7	8/0805	EET, IG (not needed), and kidnapper in place at Club.		
8-8	8/0810	TIME HACK from EET Chief		All personnel on IG net respond: IG-2 - EET Chief, IG-3 - EET Supt, Echo 2-5 - SFS, PERSCO-1 - etc.
8-9	8/0814	SFS Desk Sgt reports BOLO suspect has been seen on base in vicinity of park	SFS EET/ script	
8-10	8/0815	STARTEX: Call made to 911 from Heritage Park phone	EET/ script EET SUPT	
8-11	8/0815	Initial response begins: Fire Dept. arrives, assesses situation, sets up control point, begins rescue operation, confirms coordinates for cordon with SFS.	Fire Dept EET/ Input card indicates initial visual, smoking car can be sprayed	Cordon and ECPs boundaries established, essential information passed on, decisions made concerning DCG. Mannequin will still have vital signs on-scene and will have to be moved, then turned over to MDG.
8-12	8/0815	Call made to Law enforcement desk	EET/ script	
8-13	8/	Security Forces establish cordon and ECP, secure area		ECP is properly marked and controlled. Effective parking plan implemented and adhered to by respondents.
8-14	8/	Medical teams begin triage of patients		Mannequin (s) declared dead at discretion of MDG EET (after proper diagnosis). Predetermined percentage of injured transported to the hospital.
8-15	8/	Victims follow verbal scripts as directed	Actors briefed and cued by EET SUPT	(1) All victims/witnesses inform IRF that hostage and gunman went in direction of Club (2) Slightly injured mother of seriously injured mannequin infant has hysterics
8-16	8/	SFS search vehicle. Weapons and bomb components in vehicle. Explosive dogs requested (prompted by EET if required).	SFS & EOD EET SFS EET- EOD EET-	Vehicle search should yield weapons, explosive components and result in call for bomb dogs, leading to request for EOD (Bomb dog step will be simulated due to time constraints). Cordon may be enlarged accordingly. This may prompt a move to implement FPCON procedures by Barle Staff.
8-17	8/0820	Rogue GI calls FW/CC office from the Club and states he has IG hostage and makes demands		Input and call reception (by FW/CCE) staged by EET; Call should be referred to SFS immediately after confirmation of correct notification procedures for FW/CC.
8-18	8/0830	Actor/Reporter arrives at gate with simulated film crew and requests escort to on-scene area.	PA / actors/ PA EET	PA Player will simulate media. They are escorted to scene and ask to speak to person in charge or comment from the DCG they do not set up on scene
8-19	8/	OSC arrives with the Mobile Command Post; followed by the DCG at the OSCP (If OSC requests them on site. This may need to be prompted).	EET Chief observes OSC & DCG along with other EET	Informative situation brief and subsequent turnover of command from Site Command to OSC
8-20	8/0840	Call made to the Command Post	EET script	Military member requesting accident info
8-21	8/	Follow-on support for MARE should have been notified and begins arriving on-scene, if required. NOTE: If training for a specific area is desired or necessary, respective EET should be prepared to be on-scene and evaluate or train, as required.		
8-22	8/	SART may be put on alert, but will not be required to search for remains		Remains of deceased found on scene by medical personnel and Fire Dept
8-23	8/	Endex on site after all objectives completed.		NO EXERCISE PLAY WILL TERMINATE UNTIL ENDEX. Exercise concludes on site.
		EXERCISE CONCLUDED		EET Chief will Notify Command Post
8-24	8/1430	EET HOTWASH at bldg. 1016 (Validation of Exercise observations) Report inputs turned in to XXXXXNLT 1400, 12 Dec 00		Area must be inspected, cleared, all props/equipment turned in, Park inspected for damage.

**Attachment 5**  
**SAMPLE INPUT CARDS**

\*\*\*\*\* THIS IS AN EXERCISE MESSAGE \*\*\*\*\*

**INPUT 10**

**TIME: Upon arrival at the accident site.**

**AGENCY: EET/CEF**

**TO: XXX SUPT/CEF**

You see smoke as you approach the accident site. Upon arrival at the scene you see that a car has collided with other vehicles, one vehicle is on fire with a victim inside. Several persons are lying in the immediate vicinity and appear to be seriously injured or dead.

NOTE: Safety takes precedence at all times.

\*\*\*\*\* THIS IS AN EXERCISE MESSAGE \*\*\*\*\*

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\*\*\*\*\* THIS IS AN EXERCISE MESSAGE \*\*\*\*\*

**INPUT 11**

**TIME: 0815**

**AGENCY: SFS EET**

**TO: 911**

(Call 911 from the phone at Park) **This is an exercise message; I say again this is an exercise message!** This is \_\_\_\_\_. There has just been a bad accident here at XXXX Park. Some guy just ran his car into some other cars and then rammed into a group of people at the pavilion. Then he got out of the car and shot two or three and then grabbed some officer and it looks like he is headed toward the Club. Man, this is terrible! We need ambulances here fast! Hurry! I've got to go see if I can help. We need some help down here fast. (Record the name of the second party. Stay on the line, if requested, to answer only a couple of questions, then hang up quickly, saying you must offer help.) **This has been an exercise message.**

\*\*\*\*\* THIS IS AN EXERCISE MESSAGE \*\*\*\*\*