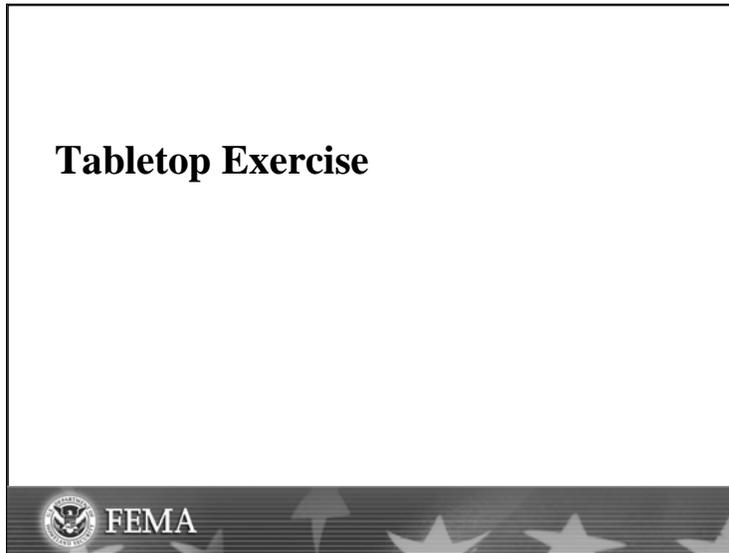

Tabletop Exercise



Visual 1



Visual Description: Tabletop Exercise

Key Points

This tabletop exercise provides an opportunity to apply the principles presented in this course to your own Multiagency Coordination Systems.



Visual 2

Objective

- **At the end of this exercise, students should be able to apply what they learned throughout this course to their MAC System.**



FEMA

Tabletop Exercise

Visual Description: Objective

Key Points

- At the end of this exercise, you should be able to apply what you learned throughout this course to your Multiagency Coordination System.

**Visual 3**

Guidelines for Exercise (1 of 2)

1. The scenario involves a power failure over a broad area of the United States. You should assume that your States and jurisdictions are located within the affected area.
2. The incident scenario and injects are designed to focus on multiagency coordination to determine strengths and weaknesses in the system.
3. The Controller will introduce the scenario. You should consider the information presented from the point of view of your role and responsibilities during an emergency.
4. During the exercise, the Controller will provide additional scenario injects to the class.

**FEMA**

Tabletop Exercise

Visual Description: Guidelines for Exercise (1 of 2)

Key Points

Review the guidelines for the exercise:

- The incident scenario involves a power failure over a broad area of the United States. You should assume that your States and jurisdictions are located within the affected area.
- The incident scenario and injects are designed to focus on multiagency coordination for the purpose of determining the strengths and weaknesses in the overall system, both vertically and horizontally.
- The Controller should introduce the scenario. Following the introduction, you should consider the information presented from the point of view of your role and responsibilities during the emergency. You should participate in a discussion within your groups to respond to the information provided in the scenario (e.g., request resources, establish priorities, request additional information, etc.).
- There are five injects placed approximately 20 minutes apart. Injects use elapsed, not “real” time. The elapsed time period is provided in the inject narrative. These injects may build on the initial scenario to provide additional information, relate cascading events, or transmit requests for information from another portion of the Multiagency Coordination System. Following each inject, you and your group should discuss the new information and respond to the information provided.



Visual 4

Guidelines for Exercise (2 of 2)

- 5. The Controller may pause the exercise at any time to discuss the scenario and your responses, answer questions, or clarify information presented.**

The Controller may also ask additional questions of you or provide information that is tailored to your situation.



Tabletop Exercise

Visual Description: Guidelines for Exercise (2 of 2)

Key Points

- Note that the Controller may pause the exercise at any time to discuss the scenario and the groups' responses, answer questions, or clarify information presented. The Controller may also ask additional questions of the group or provide information that is tailored to the exercise players.

At the end of the exercise, the Controller will debrief the groups, asking them to evaluate their procedures. Finally, the groups will develop a list of tasks that they need to complete to improve their Multiagency Coordination Systems.



Visual 5

Exercise Scenario (1 of 2)

The summer had been hot, and the hot weather carried into early September throughout much of the country. Anyone who had air conditioning used it. Those who didn't went to shopping centers, theaters, or anyplace they could to keep cool. As a result, electrical consumption was at an all-time high, using virtually all electricity that could pass through the grid.



Tabletop Exercise

Visual Description: Scenario for Exercise (1 of 2)

Key Points

Review the scenario for the exercise:

The summer had been hot, and the hot weather carried into early September throughout much of the country. Anyone who had air conditioning used it. Those who didn't went to shopping centers, theaters, or anyplace they could to keep cool. As a result, electrical consumption was at an all-time high, using virtually all electricity that could pass through the grid.

**Visual 6**

Exercise Scenario (2 of 2)

At 1420 hours, parts of New Energy's system began to fail – first at remote sites, then at the core servers. Although New Energy lost three 345 kV within the first 20 minutes, the loss was not noticeable outside the service area. At 1440, however, New Energy lost an additional sixteen 138 kV lines due to overload. One of those lines shut down the major path for electrical imports to its service area, which started a rolling blackout that, within 1 hour, covered nearly 1/3 of the country.

Throughout the blacked-out area, elevators stopped, businesses shut down, and traffic quickly became gridlocked. Almost immediately, all telephone circuits became jammed.



Tabletop Exercise

Visual Description: Scenario for Exercise (2 of 2)

Key Points

Continue reviewing the scenario for the exercise:

At 1420, parts of New Energy's system began to fail—first at remote sites, then at the core servers. Although New Energy lost three 345 kV within the first 20 minutes, the loss was not noticeable outside a limited service area. At 1440, however, New Energy lost an additional sixteen 138 kV lines due to overload. One of those lines shut down the major path for electrical imports to its service area, which started a rolling blackout that, within 1 hour, covered nearly one-third of the country.

Throughout the blacked-out area, elevators stopped, businesses shut down, and traffic quickly became gridlocked. Almost immediately, all telephone circuits became jammed.



Visual 7

Discussion Questions

What initial actions would your jurisdiction (local, State, or Federal) take?

What are your jurisdiction's first priorities?

FEMA

Tabletop Exercise

Visual Description: Discussion Questions

Key Points

Discussion Questions:

1. What initial actions would your jurisdiction (local, State, or Federal) take?

2. What are your jurisdiction's first priorities?

**Visual 8**

Inject 1 – Discussion Questions

- **Does this information change your priorities? How? What are your new priorities? How will you address your priorities?**
- **Does your jurisdiction have the resources it needs to respond to this emergency? What will you do?**
- **With what agencies or entities will you communicate/coordinate to ascertain the current situation status?**
- **What will you do to respond to the rumors of a terrorist attack? How will you disseminate the information?**



Tabletop Exercise

Visual Description: Inject 1 – Discussion Questions

Key Points

The time is now 1602.

- The electric company has reported that the problem originated outside their area. The company has disconnected from the grid but, because their entire system is down, it will be some time before power can be restored.
- Calls are coming in from all over the area reporting people stuck in elevators, on mass transit systems, and in other life-threatening situations.
- A local carnival has requested assistance to rescue passengers on its super roller coaster, which is stuck two-thirds of the way up a steep incline.
- Several businesses have reported that their backup generators do not work.
- The 9-1-1 dispatch center has received multiple calls about traffic accidents involving vehicles attempting to cross intersections that do not have working signals.
- Media representatives are reporting rumors of a terrorist attack on the power grid.
- Responders are reporting being unable to respond to emergency calls because of the traffic gridlock.

**Visual 9**

Inject 2 – Discussion Questions

- Has this new information shifted your jurisdiction's priorities? How? What are your priorities at this time? How will you address the priorities?
- With what agencies or entities will you communicate/coordinate? Who will be involved (vertically and horizontally) in the coordination efforts?
- What steps are you taking to ascertain the current situation status?
- How will your Public Information System support the DHS/FBI statement and allay public fears of terrorism? What other information does the public need? How will you disseminate the information?
- What are the potential issues for your jurisdiction (local, State or Federal) if the outage continues for an extended period? What are your contingency plans to address these issues if they occur?



Tabletop Exercise

Visual Description: Inject 2 – Discussion Questions

Key Points

The time is now 1715.

- There is no new information to report about the cause of the outage or how long it will last. Media outlets are broadcasting news of an explosion as a possible cause. The weather forecast is unchanged.
- The Secretary of Homeland Security and the FBI Director have issued a statement saying that the cause of the outage is under investigation, but there is no known link to terrorism at this time. Both refused to comment on the rumors of an explosion.
- 9-1-1 dispatch has just received several calls reporting a major fire at a warehouse. Fire units are dispersed for rescue calls throughout the area. Given the traffic situation, they will have difficulty responding to the scene.
- Emergency calls are coming in reporting heat-related illnesses, especially among the elderly.
- The American Red Cross reports it has 10 requests for shelters, but can only staff 1. The representative reminds you that the Red Cross cannot do special needs sheltering.
- Communication is becoming more difficult as cellular phone and two-way radio batteries run down and there is no way to recharge them.

**Visual 10****Inject 3 – Discussion Questions (1 of 2)**

- **Has this new information shifted your jurisdiction’s priorities? How? What are your priorities at this time? How will you address the priorities?**
- **What will your jurisdiction do in response to New Energy’s statement that explosions have taken the system down? How will you handle the Municipal Authority’s request? How will you disseminate the information?**
- **How will you handle fire calls to areas that are without water?**



Tabletop Exercise

Visual Description: Inject 3 – Discussion Questions (1 of 2)

Key Points

The time is now 1930.

- New Energy has just confirmed that explosions have toppled two of its towers (the towers were not located in your jurisdiction). The towers were located 12 miles apart on two separate transmission lines. There has been no statement as of yet from DHS or the FBI.
 - The electric company has reported that power will have to be restored gradually to reduce strain on the system. They gave no indication about when that will be.
 - The Municipal Authority has reported the failure of four pumping stations. Most of the jurisdiction is now without water. The Authority has asked you to put out a “boil water” advisory. There is also concern about whether there is enough fuel to continue operating sewage lift points if the outage continues into the night.
 - Traffic jams are beginning to lessen, but gas stations cannot pump any gas because they don’t have backup power-generation capabilities.
 - Nightfall is approaching. There is some concern about looting and other crime after dark.
-



Visual 11

Inject 3 – Discussion Questions (2 of 2)

- Does your entity have backup power-generation capabilities for an extended blackout period? If not, how will you address the issue?
- How will you address the concern about potential looting? With what agencies/entities will you coordinate?
- What other contingency plans are required to address an extended blackout period?
- What is the command structure for this incident? Where is the IC located? Describe role of Command vs. Coordination in this event.



Tabletop Exercise

Visual Description: Inject 3 – Discussion Questions (2 of 2)

Key Points

4. Does your entity have backup power-generation capabilities for an extended blackout period? If not, how will you address the issue?
5. How will you address the concern about potential looting? With what agencies/entities will you coordinate?
6. What other contingency plans are required to address an extended blackout period?
7. What is the command structure for this incident? Where is the IC located? Describe the role of Command vs. Coordination in this event.

**Visual 12**

Inject 4 – Discussion Questions

- **What are the multiagency coordination issues raised by this new information? What are your new priorities?**
- **What additional actions, if any, will you take now that the threat level has been raised to Orange?**
- **How will you handle the looting? What can you do to reduce the response time on other calls?**
- **How does this information affect the message(s) you release to the public? Who are the participants in the JIS?**
- **What are your jurisdiction's key coordination points at this time?**



Tabletop Exercise

Visual Description: Inject 4 – Discussion Questions

Key Points

The time is now 2100.

- The FBI has held a news conference in which they related the facts as of 2030. New Energy reported damage to its system as a result of explosions at two of its towers. FBI and ATF agents are at the scene and are investigating New Energy's claims. Two towers have, in fact, been toppled. It is too soon to determine if the incident is sabotage or a terrorist incident. New Energy is cooperating with authorities by providing information and access to its personnel records. It is too soon to comment further because of the ongoing investigation.
- The Secretary of DHS has increased the threat level to Orange for all infrastructure systems nationally. He states clearly that there have been no credible threats and that the increased threat level is precautionary.
- The President has issued a statement recapping the events that apparently led to the power outage. He stated that the FBI and ATF are in control of the situation and that the perpetrators will be "brought to justice." The President reminded the public that there are no credible threats of additional infrastructure or other attacks—but urges the public to heighten their level of awareness.
- There is still no estimate for how long the blackout will last. The media is interviewing business owners and managers who are complaining about how much money the outage will cost them if they can't open in the morning.

Inject 4 (Continued)

- Reports of sporadic looting are coming in from around the area. Police are responding but are spread thin. Response to other calls has been delayed.
 - The heat and hours in traffic are taking their toll on the public. Calls to 9-1-1 for domestic disputes and heat-related health issues have increased dramatically in the past hour.
 - Media representatives have jumped on possible terrorism as the cause for the blackout and are suggesting that additional strikes may occur while responders are dealing with local emergencies. Virtually all outlets have interviewed “experts” to tell the public just how vulnerable the country is to additional attacks. Even in areas unaffected by the blackout, the public has responded by making a run on grocery stores to buy bottled water and batteries.
 - Some government agencies had procured backup power systems but (now that it looks like the blackout will last into the next day) are reporting that they neglected to include their key-card systems within the system. Those with “hot” sites are implementing their continuity of operations (COOP) plans, which will require changing communication networks to alternate sites. Most agencies do not have “hot” sites, though, and cannot implement their COOP plans.
-

Discussion Questions:

1. What are the multiagency coordination issues raised by this new information? What are your new priorities?

2. What additional actions, if any, will you take now that the threat level has been raised to Orange?

3. How will you handle the looting? What can you do to reduce the response time on other calls?

Inject 4 (Continued)

4. How does this information affect the message(s) you release to the public? Who are the participants in the Joint Information System?

5. What are your jurisdiction's key coordination points at this time?

**Visual 13**

Inject 5 – Discussion Questions

- **At this point in the scenario, what elements of your MAC System have been activated? At what levels? Is your system adequate for the multiagency decision-making that must be conducted in this scenario? If not, what additional activations or elements might you consider?**
- **What agencies or entities are involved in the scenario? Identify the MAC System element that would ensure their input was considered in decision-making. Identify any agency or entity for whom your current plan does not provide a MAC System link.**



Tabletop Exercise

Visual Description: Inject 5 – Discussion Questions

Key Points

The time is now 2230.

- There is still no indication of when the power will come back on. The power company has reported that power definitely will not be restored before tomorrow afternoon at the earliest. Even after power is restored, there will be at least 2 days of rolling blackouts before the system returns to normal.
- The weather report for tomorrow calls for the hot, humid weather to continue. Temperatures will be in the high 80s to low 90s across much of the blacked-out area. There is a 60 percent chance of afternoon thunderstorms, some of which may be severe.
- There have been no updates from DHS, the FBI, ATF, or the White House concerning the situation.
- The Municipal Authority reports that the pumps on one of its lift stations have failed.
- The largest hospital in the area has reported that it only has enough fuel for its generators for another 6 hours. They are moving patients where possible to consolidate them.
- Firefighters have responded to a major fire in an apartment complex. The caller said that it was started when candles she had been burning ignited a nearby lampshade. There is little that the firefighters can do other than evacuate the building. They are using water available from tankers to keep the fire from spreading to adjacent buildings.

