

## **Lesson 5:**

### **Mitigation Planning Scenario Model Response**

#### **Central City Introduction and Background**

Central City is a small city in the United States with a population of approximately 20,000. It is located near your current location in the U.S. (if you are outside the U.S., it is near your home office within the United States). It may be adjacent to an international border and/or on the coast. Central City's climate and geography are similar to the climate and geography most representative of the area in which your department/agency/office conducts your missions.

It has typical infrastructure for a small city, but also has freight and passenger rail running through it, with a small passenger terminal and two freight stops, one at the warehouse complex and one at the chemical plant. The nearest municipal airport is 35 miles away, and the nearest commercial airport is 100 miles away. Central City's businesses include typical small-city businesses with a few big-box stores, as well as a chemical processing plant on the edge of the city. Central City has a small U.S. Federal installation near the city limits.

Central City has one high school, one junior high school, and several elementary schools, a small hospital, and several nursing homes. Central City has a police force, fire department, and EMS, and a city emergency manager.

#### **Scenario**

Your supervisor has received an email from the Fusion Center. He has sent you some information about it

The email reads:

I received an email about 20 minutes ago from the Fusion Center with information on a credible threat. I need you to develop a plan to mitigate the impacts of this threat to Central City. As you develop the mitigation plan, remember that natural disasters have hit Central City in the past, causing significant damages.

This is what we know so far:

- A group of terrorists is planning to steal chemicals from either the Central City chemical plant, the warehouse, or a freight train carrying the chemicals.
- They intend to use the stolen chemicals to construct a weapon of mass destruction to be used in a future attack against the United States.
- They are planning to cause major destruction to the chemical plant, the warehouse, or the freight rail to cover their tracks.

- Such destruction will likely result in chemical releases into the environment. Likely chemicals include chlorine, phosgene, and petrochemicals from the Central City chemical plant.
- The Federal Government has issued a National Threat Advisory System Alert to the intelligence and law enforcement communities detailing the terrorists' actions and has set the Alert to Elevated status.

I need you to develop a Mitigation Plan to mitigate the impacts of this threat to Central City. You will need to combine elements of Local, State, and Federal entities into mitigation actions. Don't forget to consider any mission support (human resources, logistics, administrative, communications, legal, etc.) requirements to carry out the needed actions.

<u>Question</u>	<u>Model Response</u>
<p><b>Question #1:</b></p> <p>Which of the following is likely to be a member of your planning team?</p> <ul style="list-style-type: none"><li>A. Subject matter experts on chemical hazards</li><li>B. Point of contact at the state level</li><li>C. Mission Support Personnel in Logistics</li><li>D. Representatives from other Federal Government entities</li><li>E. All of the above</li></ul>	<p>All of the people listed are likely to be members of your planning team.</p> <p>Broadly speaking, there are four groups of people that you may benefit from having on your planning team:</p> <ol style="list-style-type: none"><li>1. Subject matter experts (SMEs) such as a/an:<ol style="list-style-type: none"><li>a. Intelligence expert</li><li>b. Technical expert on the subject of the plan<ol style="list-style-type: none"><li>i. In this case: a SME on chemical use in terror attacks</li></ol></li></ol></li><li>2. "Vertical" integration stakeholders such as:<ol style="list-style-type: none"><li>a. Normal point of contact (POC) at the State level</li><li>b. Appropriate POC at county/city level</li><li>c. Private-sector officials responsible for security (at chemical plant or for freight rail) or for other appropriate tasks</li></ol></li><li>3. "Horizontal" integration stakeholders such as:<ol style="list-style-type: none"><li>a. Other Federal Government entities you work with (i.e., Justice Department; CBP working with ICE; FEMA working with NOAA, etc.)</li></ol></li><li>4. Mission Support personnel including:<ol style="list-style-type: none"><li>a. Human Resources</li><li>b. Logistics</li><li>c. Communications</li><li>d. Admin and Legal</li><li>e. Budget</li></ol></li></ol> <p>Remember that when Mission Support personnel are involved early on in the planning process, they can</p>

<u>Question</u>	<u>Model Response</u>
	assist in resourcing the plan and provide expert advice.
<b>Question #2:</b>  What tools, equipment, and support materials do you require for this planning effort? <i>List at least three resources needed.</i>	Planners use particular tools, equipment, and supporting materials to assist in their understanding of the situation and development of options. Among the typical tools are: <ul style="list-style-type: none"><li>• Computers with Internet access</li><li>• Previously developed plans</li><li>• Maps</li><li>• Models and simulations such as for natural disasters (hurricane, earthquake) or downwind hazards (chemical release)</li><li>• Regulations and standard operating procedures</li><li>• Other items that will make your planning process more efficient and fruitful</li></ul>
<b>Question #3:</b>  In your research, what facts are needed to plan? <i>List at least three facts.</i>	<b>Facts</b> <ul style="list-style-type: none"><li>• Details to the terror threat to Central City<ul style="list-style-type: none"><li>◦ Terrorists are planning on stealing chemicals from Central City.</li><li>◦ These chemicals will be used on a future attack on the United States.</li><li>◦ The terrorists are planning on causing major destruction at the chemical plant to cover their tracks.</li></ul></li><li>• Details on any other potential terror threats to Central City</li><li>• Details on natural hazards with the potential to strike Central City<ul style="list-style-type: none"><li>◦ Likelihood of hazard striking</li><li>◦ Consequences of hazard striking in terms of deaths, injuries, and dollars' worth of damage</li></ul></li><li>• Vulnerabilities of Central City to potential terror threat or natural hazard<ul style="list-style-type: none"><li>◦ Populace including those with unique needs such as those with disabilities, seniors, and kids</li><li>◦ Infrastructure</li><li>◦ Businesses</li></ul></li><li>• Details to existing mitigation projects or projects undergoing planning</li><li>• Details on existing assets or resources readily available to mitigate potential losses</li></ul>

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<p><b>Question #4:</b></p> <p>Which of the following assumptions are both <u>necessary</u> for planning and <u>valid</u> (more than likely true)?</p> <p>A. Terrorists will have access to automatic weapons and explosives, but not to mortars or rockets.</p> <p>B. Central City is in a flood plain and flood insurance is required for all its inhabitants.</p> <p>C. Natural disasters will strike with the same regularity and force as in the past.</p> <p>D. The attack will occur either during the daytime or nighttime.</p>	<p>The assumptions that are necessary and valid are:</p> <ul style="list-style-type: none"> <li>• Terrorists will have access to automatic weapons and explosives, but not to mortars or rockets.</li> <li>• Natural disasters will strike with the same regularity and force as in the past.</li> </ul> <p>The word “will” is used in assumptions. The second choice is a fact, not an assumption. The fourth choice is not necessary for this planning effort.</p> <p>Some additional assumptions include:</p> <ul style="list-style-type: none"> <li>• Terrorists will use an explosive device to strike chemical plant, rail system, or warehouse.</li> <li>• Critical infrastructure is insufficiently built to withstand terrorist attack or significant natural hazard (CAT 3 hurricane, earthquake, flooding, etc.).</li> </ul>
<p><b>Question #5:</b></p> <p>What are some of the primary and secondary threats, hazards, and risks that your plan should consider? <i>List at least three threats, hazards, or risks.</i></p>	<ul style="list-style-type: none"> <li>• Truck, car-borne, or train-borne improvised explosive device</li> <li>• Use of a decoy type event, such as a shooting at a local school, to draw away law enforcement</li> <li>• Downwind chemical hazard</li> <li>• Hazardous material incident</li> <li>• Damaged transportation infrastructure</li> <li>• Long-term health hazards from chemicals spread in attack</li> <li>• Long-term damage to plant from natural disaster</li> <li>• Damage to town, including chemical plant and transportation infrastructure</li> <li>• Loss of power and water</li> </ul>
<p><b>Question #6:</b></p> <p>Which of the following is a complete mission statement (includes who, what, when, where, and why)?</p> <p>A. DHS and its whole community partners</p>	<p>The complete mission statement is:</p> <p>Immediately based on the terrorist threat and known hazards, DHS and its whole community partners will support mitigation actions in Central City and related areas to reduce loss of life and property by lessening the impact of disasters.</p> <p><b>Who:</b> DHS and its whole community partners</p>

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<p>will support mitigation actions in Central City and related areas to reduce loss of life and property by lessening the impact of disasters.</p> <p>B. Immediately based on the terrorist threat and known hazards, DHS and its whole community partners will support mitigation actions in Central City and related areas to reduce loss of life and property by lessening the impact of disasters.</p> <p>C. Immediately based on the terrorist threat and known hazards, DHS and its whole community partners will support mitigation actions to reduce loss of life and property by lessening the impact of disasters.</p> <p>D. Immediately based on the terrorist threat and known hazards, DHS and its whole community partners will support mitigation actions in Central City and related areas.</p>	<p><b>What:</b> support mitigation actions  <b>When:</b> Immediately  <b>Where:</b> Central City and related areas  <b>Why:</b> to reduce loss of life and property by lessening the impact of disasters</p>
<p><b>Question #7:</b></p> <p>During <i>Determine Goals and Objectives</i>, you draft a set of objectives. Whom would you ask for input into those objectives?</p>	<p>Input from:</p> <ul style="list-style-type: none"> <li>• Your supervisor</li> <li>• Other stakeholder senior officials, if applicable</li> <li>• Stakeholders who were not part of the planning team</li> </ul>

## **Scenario Inject #1**

Your supervisor sends you another email. It reads:

It looks as if you are well on your way to developing the plan. Here are some additional things to keep in mind as you work on developing options:

- Consider whole community approaches to mitigating potential losses from this attack and other threats and hazards.
- Consider how to employ risk management techniques to prioritize your mitigation resources and actions.
- Be prepared to respond quickly if terrorists take any actions toward carrying out their plan.
- Please consider what preparedness actions can be taken to increase our ability to mitigate potential losses from this attack.

<b><u>Question</u></b>	<b><u>Model Response</u></b>
<b>Question #8:</b>  Based on the objectives and your supervisor's input, what are some options for how to organize and conduct the Mitigation effort?	<ul style="list-style-type: none"><li>• Local community leaders, including private-sector and non-governmental leaders, work together to identify all threats and hazards.</li><li>• Same group determines vulnerabilities to the community, including business continuity and including those citizens with unique needs.</li><li>• Collect, analyze, and distribute relevant risk information (and risk reduction information) that is credible, such as likelihood of natural disaster effects (i.e., storm surge topping sea wall) or hazard impact of chemical spill from attack, accident, or natural disaster.</li><li>• Using risk analysis techniques that look at both the present concern and in particular future concerns; planning team determines structural and/or non-structural projects that reduce likelihood of identified incidents occurring or reduce vulnerability to those incidents and/or reduce the consequences of the incident.</li><li>• Involving stakeholders from across the community, planners determine those projects with the highest return on investment in mitigating potential loss.</li><li>• Community leaders develop details to the projects and how they fit together and potential paths for funding.</li><li>• Community leaders and planners determine</li></ul>

indicators to determine progress in meeting mitigation goals.

## **Scenario Inject #2**

Your supervisor sends you another email. It reads:

Great job! This plan looks very thorough and well-thought-out. I have reviewed it and it has been approved. We will move ahead with implementing the plan.

<b><u>Question</u></b>	<b><u>Model Response</u></b>
<p><b>Question #9:</b></p> <p>Which of the following is <b><i>not</i></b> an action you would take to prepare to execute the plan?</p> <p>A. Maintain the plan in a safe place in your office, ensuring other offices and departments do not have to access it.</p> <p>B. Conduct exercises, such as workshops, tabletops, and functional exercises</p> <p>C. Conduct rehearsals of operations</p> <p>D. Establish Memorandums of Agreement or Understanding between jurisdictions</p>	<p>Keeping the plan in a safe place and not sharing it would not allow stakeholders access to it.</p> <p>Planning is an excellent way to coordinate the actions of multiple stakeholders working together to achieve a common aim. Prior to an operation, there are other actions that will increase preparedness:</p> <ul style="list-style-type: none"><li>• Exercises including workshops, tabletop exercises, and functional exercises assist in evaluating a plan and determining necessary improvements, particularly if they involve non-governmental, private-sector, and other whole community partners.</li><li>• Rehearsals of operations, similar to exercises, assist in preparing to execute the plan.</li><li>• Planning will often lead to the identification of other tasks that need to be conducted as part of the Protection Cycle, such as:<ul style="list-style-type: none"><li>○ Memorandums of Agreement or Understanding between jurisdictions on support for an operations (such as use of a hazmat team)</li><li>○ Training events</li><li>○ Grant applications or other ways to increase resource availability</li></ul></li></ul>