

Lesson 5:

Protection 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 protect the citizens and critical infrastructure and key resources (CIKR) in Central City against this terrorist plot.

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.
- Terrorists have obtained explosive devices and plan to use them in the attack on Central City.

- They are planning to cause major destruction to the chemical plant, warehouse, or freight train to cover their tracks.
- At this point, we don't know if the terrorists are home-grown or foreign.
 - Two of the suspected terrorists are believed to be criminal aliens in the United States.
 - We don't know if any members of the terrorist group will need to cross the U.S. border.
 - We also don't know if any of the materials used in the attack will be crossing U.S. borders.

I need you to develop a plan to protect the citizens and critical infrastructure and key resources (CIKR) in Central City against this terrorist plot. You will need to combine elements of Local, State, and Federal entities into protection 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> |
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| <p>Question #1:</p> <p>Which of the following is likely to be a member of your planning team?</p> <ul style="list-style-type: none"> A. Subject matter experts on chemical hazards B. Point of contact at the state level C. Mission Support Personnel in Logistics D. Representatives from other Federal Government entities E. All of the above | <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"> 1. Subject matter experts (SMEs) such as a/an: <ol style="list-style-type: none"> a. Intelligence expert b. Technical expert on the subject of the plan <ol style="list-style-type: none"> i. In this case: a SME on chemical use in terror attacks 2. "Vertical" integration stakeholders such as: <ol style="list-style-type: none"> a. Normal point of contact (POC) at the State level b. Appropriate POC at county/city level c. Private-sector officials responsible for security (at chemical plant or for freight rail) or for other appropriate tasks 3. "Horizontal" integration stakeholders such as: <ol style="list-style-type: none"> a. Other Federal Government entities you work with (i.e., Justice Department; CBP working with ICE; FEMA working with NOAA, etc.) 4. Mission Support personnel including: <ol style="list-style-type: none"> a. Human Resources b. Logistics |

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| | <ul style="list-style-type: none"> c. Communications d. Admin and Legal e. Budget <p>Remember, when Mission Support personnel are involved early on in the planning process, they can assist in resourcing the plan and can provide expert advice.</p> |
| <p>Question #2:</p> <p>What tools, equipment, and support materials do you require for this planning effort? <i>List at least three resources needed.</i></p> | <p>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:</p> <ul style="list-style-type: none"> • Computers with Internet access • Previously developed plans • Maps • Models and simulations such as for natural disasters (hurricane, earthquake) or downwind hazards (chemical release) • Regulations and standard operating procedures • Other items that will make your planning process more efficient and fruitful |
| <p>Question #3:</p> <p>In your research, what facts are needed to plan? <i>List at least three facts.</i></p> | <p>Facts</p> <ul style="list-style-type: none"> • Listing of, and information on, all CIKR in Central City • Details to the terror threat to Central City <ul style="list-style-type: none"> ○ Terrorists are planning on stealing chemicals from Central City. ○ These chemicals will be used on a future attack on the United States. ○ They are planning to cause major destruction to the chemical plant, warehouse, or freight train to cover their tracks. • Number, role, and owning agency of law enforcement and other personnel working this terror threat • Existing, ongoing protection efforts, such as Central City Emergency Operations Plan (EOP), chemical plant security plan, rail transportation security plan • Intelligence on the threat received by local law enforcement is being transmitted by the regional Fusion Center. |
| <p>Question #4:</p> | <p>The assumptions that are necessary and valid are:</p> <ul style="list-style-type: none"> • Terrorists will use an explosive device as part of |

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| <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 use an explosive device as part of their methodology of stealing chemicals and that device will be successfully constructed prior to moving into the Central City area of operations</p> <p>B. Central City has 25 law enforcement officers in the police department</p> <p>C. Terrorist will conduct a reconnaissance of the target</p> <p>D. The attack will occur either during the daytime or night time.</p> | <p>their methodology of stealing chemicals and that device will be successfully constructed prior to moving into the Central City area of operations.</p> <ul style="list-style-type: none"> • Terrorists will conduct a reconnaissance of the target. <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"> • Criminal aliens will be a part of the terrorist group conducting the attack. • Likeliest targets will be freight carrying chemicals, the chemical plant, and/or warehouse. • Terrorists will have access to automatic weapons and explosives but not to mortars or rockets. |
| <p>Question #5:</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"> • Truck or car-borne improvised explosive device • Train-borne improvised explosive device • Use of a decoy type event, such as at a local school, to draw away law enforcement • Downwind chemical hazard • Hazardous material incident • Damaged transportation infrastructure • Long-term health hazards |
| <p>Question #6:</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 will conduct enhanced protection actions in</p> | <p>The complete mission statement is:</p> <p>When the terrorist threat reaches actionable level, DHS and its whole community partners will conduct enhanced protection actions in Central City and related areas to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our interests, aspirations, and way of life to thrive.</p> |

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| <p>Central City and related areas to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our interests, aspirations, and way of life to thrive.</p> <p>B. When the terrorist threat reaches actionable level, DHS and its whole community partners will conduct enhanced protection actions in Central City and related areas to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our interests, aspirations, and way of life to thrive.</p> <p>C. When the terrorist threat reaches actionable level, DHS and its whole community partners will conduct enhanced protection to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our</p> | <p>Who: DHS and its whole community partners What: conduct protection actions When: A terrorist threat reaches actionable levels Where: Central City and related areas Why: to protect the citizens, residents, visitors, and critical assets, systems, and networks against the greatest risks to our Nation in a manner that allows our interests, aspirations, and way of life to thrive</p> |

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| <p>interests, aspirations, and way of life to thrive.</p> <p>D. When the terrorist threat reaches actionable level, DHS and its whole community partners will conduct enhanced protection actions in Central City and related areas.</p> | |
| <p>Question #7:</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"> • Your supervisor • Other stakeholder senior officials, if applicable • Stakeholders who were not part of the planning team |

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 protecting against this attack.
- Consider how you would protect CIKR in and around Central City.
- 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 protect from this attack.

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| <p>Question #8:</p> <p>Based on the objectives and your supervisor's input, what are some options for how to organize and conduct the</p> | <ul style="list-style-type: none"> • Vulnerability assessments and facility inspections • Increased security of transportation using VIPR Teams (Visual Intermodal Prevention and Response) or similar assets • Increased security of chemical plant and |

Protection effort?

- warehouse using private (plant's contracted security) and public law enforcement
- Federal and Local law enforcement conduct interviews of private-sector individuals associated with freight and passenger rail and with rental and other cargo trucks and rental cars, as well as with fertilizer and other explosives-making-material holders in the region.
 - Use of Bomb Squads in a "Red Team" role to predict likely terrorist actions.
 - Local law enforcement focuses on increased presence and on messaging of "see something, say something."
 - Closest Fusion Center establishes separate Central City coordinating group.
 - Coordinate with local community leaders, including private-sector and non-governmental leaders; work together to identify and prioritize preparedness efforts including training and use of specialized teams and other valuable assets.

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.

Question

Question #9:

Which of the following is ***not*** an action you would take to prepare to execute the plan?

- A. Maintain the plan in a safe place in your office, ensuring other offices and departments do not have to access it.

Model Response

Keeping the plan in a safe place and not sharing it would not allow stakeholders access to it.

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:

- 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

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| <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>community partners.</p> <ul style="list-style-type: none">• Rehearsals of operations, similar to exercises, assist in preparing to execute the plan.• 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">○ Memorandums of Agreement or Understanding between jurisdictions on support for an operations (such as use of a hazmat team)○ Training events○ Grant applications or other ways to increase resource availability |
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