

Lesson 5:

Recovery 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 State Emergency Operations Center (EOC). He has sent you some information about it.

The email reads:

I received an email about 20 minutes ago from the State EOC with information on the terror attack that recently occurred. I need you to develop a plan to help Central City recover from a terrorist attack.

This is what we know so far:

- A group of terrorists have successfully carried out an attack on the Central City chemical plant and have stolen chemicals to conduct subsequent attacks against the United States.
- The terrorists destroyed a large part of the chemical plant and the rail running adjacent to the plant in the attack.
- As a result of the attack, phosgene gas was released at the chemical plant

and will affect communities within a 40-mile radius of the plant. The gas was subsequently dispersed to non-dangerous levels. However, 30% of Central City's population has been exposed to dangerous levels of the gas.

- Response actions are ongoing.

I need you to develop a plan to help Central City recover from a terrorist attack. You will need to combine elements of Local, State, and Federal entities into recovery actions. Don't forget to consider any mission support (human resources, logistics, administrative, communications, legal, etc.) requirements to carry out the needed actions.

Question	Model Response
<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 expert on hazardous materials (HAZMAT)B. Point of contact at the state levelC. Mission Support Personnel in LogisticsD. Representatives from other Federal Government entitiesE. 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 expertb. Technical expert on the subject of the plan<ol style="list-style-type: none">i. In this case: a Hazardous Materials (HAZMAT) SME2. "Vertical" integration stakeholders such as:<ol style="list-style-type: none">a. Normal point of contact (POC) at the State levelb. Appropriate POC at county/city levelc. Private sector officials responsible for economic development, infrastructure, and other private sector recovery functions3. "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 Commerce Department, etc.)4. Mission Support personnel including:<ol style="list-style-type: none">a. Human Resourcesb. Logisticsc. Communicationsd. Admin and Legale. Budget <p>Remember, 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.
<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"> • Extent of damage to Central City <ul style="list-style-type: none"> ◦ Loss of life and whether any loss of life requires new government or private-sector leadership ◦ Critical infrastructure and key resources (CIKR) damaged ◦ Damage to businesses, including the ability of employees to support businesses ◦ Impact of gas release, including on the 30% of population directly exposed • Current status of Central City public services • Existing, ongoing recovery efforts or recovery associated plans written, such as: <ul style="list-style-type: none"> ◦ Temporary housing ◦ City economic development plan ◦ Health care and monitoring of impacted population
<p>Question #4:</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. Chemical effects will require long-term health care solution for</p>	<p>The assumptions that are necessary and valid are:</p> <ul style="list-style-type: none"> • Private-sector partners will invest to rebuild chemical plant and rail system. • Chemical effects will require long-term health care solution for those exposed. <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>

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<p>those exposed.</p> <p>B. The gas release resulting from the attack has affected 30% of the population.</p> <p>C. Private-sector partners will invest to rebuild chemical plant and rail system.</p> <p>D. The chemicals stolen during the attack will be used as part of a weapon of mass destruction targeted towards a European city.</p>	<p>Some additional assumptions include:</p> <ul style="list-style-type: none"> • Central City's economic development plan will include: <ul style="list-style-type: none"> ◦ Chemical plant (largest employer in city) ◦ Cargo and passenger rail services • Housing and natural and cultural resources will not be affected in the long term by attack.
<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"> • Downwind chemical hazard impact • Hazardous material incident impact • Damaged transportation infrastructure • Long-term health hazards • Private-sector willingness to rebuild chemical plant and transportation system
<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 provide timely assistance to recovery efforts in Central City and related areas to strengthen and revitalize the infrastructure and housing, re-establish a sustainable economy, and restore the health, social, cultural, historic, and</p>	<p>The complete mission statement is:</p> <p>Following response to the terrorist attack, DHS and its whole community partners will provide timely assistance to recovery efforts in Central City and related areas to strengthen and revitalize the infrastructure and housing, re-establish a sustainable economy, and restore the health, social, cultural, historic, and environmental fabric of the community.</p> <p>Who: DHS and its whole community partners What: Timely assistance to recovery actions When: Following response to the terrorist attack Where: Central City and its related areas Why: To strengthen and revitalize the infrastructure and housing, re-establish a sustainable economy, and restore the health, social, cultural, historic, and environmental fabric of the community</p>

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<p>environmental fabric of the community.</p> <p>B. Following response to the terrorist attack, DHS and its whole community partners will provide timely assistance to recovery efforts in Central City and related areas to strengthen and revitalize the infrastructure and housing, re-establish a sustainable economy, and restore the health, social, cultural, historic, and environmental fabric of the community.</p> <p>C. Following response to the terrorist attack, DHS and its whole community partners will provide timely assistance to strengthen and revitalize the infrastructure and housing, re-establish a sustainable economy, and restore the health, social, cultural, historic, and environmental fabric of the community.</p> <p>D. Following response to the terrorist attack, DHS and its whole community partners will provide timely assistance to recovery efforts in Central City and related areas.</p>	

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<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:

- Use whole community approaches to recovering from this attack
- Be sure to make effective use of the State and federal disaster recovery coordinators and the Recovery Support Function (RSF) leads
- Recovery should be rapid and bring Central City back to current levels—at a minimum.
- Be sure while recovery actions move rapidly that they remain sustainable over the long term.
- Please consider what preparedness actions can be taken to increase our ability to recover 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 Recovery effort?</p>	<ul style="list-style-type: none">• Federal role in recovery effort will be to support local and state recovery efforts.• Federal organization will include the Federal Disaster Recovery Coordinator (FDRC).• The FDRC will coordinate Federal assistance through the six RSFs.• Based on the impact of the attack, planning emphasis will be on:<ul style="list-style-type: none">○ Economic stabilization and development○ Infrastructure systems○ Health and social services• Federal funds spent to assist the recovery will be focused on generating a sustainable recovery that is locally focused, including contracting with

local businesses.

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.

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<p>Question #9:</p> <p>Which of the following is <i>not</i> 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">• 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.• 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 Preparedness 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