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Delaware Statewide Exercise

Tabletop Exercise –Plane Crash

Things Happen

August 24, 2023

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# Handling Instructions

This document should be disseminated to applicable partners and stakeholders on a strict need-to-know basis due to the extreme sensitivity of the information contained herein.

For questions about this event or recommendations for improvement contact: Lori Gorman, Sr. Disaster Recovery Specialist, Department of Technology, and Information at 302-739-9668 or Lori.Gorman@delaware.gov.

# Exercise Overview

|  |  |  |
| --- | --- | --- |
| Exercise Name | Things Happen | |
| Exercise Date, Time, and Location | August 24, 2023  8:30 a.m. – 3:00 p.m.  Modern Maturity Center | |
| Exercise Schedule | Time | Activity |
| 9:15 | Opening Remarks |
| 9:30 | Module 1 & Brief Back |
| 10:45 | Break |
| 11:00 | Module 2 & Brief Back |
| Noon | Lunch |
| 1:00 | Module 3 & Brief Back |
| 2:15 | Break |
| 2:30 | Hot Wash |
| 2:50 | Closing Remarks |
| Scope | 6-hour facilitated, discussion-based Tabletop Exercise | |
| Purpose | To examine the coordination, collaboration, information sharing, and response capabilities of Delaware State organizations in reaction to a variety of scenarios. | |
| FEMA | Identify, Protect, and Respond | |
| **Objectives** | 1. Validate COOP plan responses for business continuity against a variety of scenarios. 2. Coordinate leadership functions within Incident Command for COOP operations. 3. Evaluate recovery operations in relation to other State Organizations and external partners. | |
| Threat or Hazard | Fire, Hazmat, Plane Crash, Power Outage, Severe Storm | |
| Scenario | Primary facility is impacted by selected event. Agencies must COOP utilizing an alternate site or remote work. Reconstitution varies from a few weeks to requiring a completely new facility. | |
| Sponsor | Department of Technology and Information, Delaware Emergency Management Agency, and Delaware COOP Coordinators Council | |
| Participating Organizations | Auditors of Accounts, Agriculture, Fire Marshal’s Office, DNG, DSHA, DSP, DelDOT (DMV, Transportation), DELJIS, DEMA, DOC, DOE, DOJ, DHR (Diversity & Inclusion, Employee & Labor Relations, Office of the Secretary, Talent Management), DHSS (DDDS Stockley, DSAAPD, Health Care Quality, OSEC Admin, Community Health, EMSPS, Animal Welfare, Directors Office, Laboratory, Oral Health and Dental Services, Social Services, SAMH, DVI), DNREC (CCE, Community Affairs, DAQ, EP, Fish & Wildlife, OSEC, Parks and Recreation, Waste & Hazardous Substances, Watershed Stewardship), DOF (OSEC, Unclaimed Property), DOL (Employment and Training, OSEC, UI, Vocational Rehabilitation), DOS (Archives, Banking Commission, Corporations, OSEC, Small Business), DSCYF (Facilities, MSS, OSEC, PBHS, YRS), DSHS (Communications, DDC, Forensic Sciences, OSEC), Insurance Department, Judicial (AOC Court Services), ODS, Legislative Hall, Office of the Governor, Office of the State Treasurer, OMB (BDP, Contracting, Facilities, Pensions) | |
| Points of Contact | |  |  | | --- | --- | | Lori Gorman,  Dept of Technology and Information  [Lori.Gorman@Delaware.gov](mailto:Lori.Gorman@Delaware.gov)  302-739-9668  Tony Lee,  Delaware Emergency Management Agency  [Edward.Lee@Delaware.gov](mailto:Edward.Lee@Delaware.gov)  302-659-2219 |  | |  |  | | |

# General Information

## Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

**Players** have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.

**Observers** do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.

**Facilitators** provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members may also assist with facilitation as subject matter experts during the exercise.

## Exercise Structure

This exercise will be a facilitated exercise. Players will participate in the following:

* Scenario Modules:
  + **Module** **1:** This module introduces a variety of potential events than can impact organization operations with a focus on initial response steps and communications.
  + **Module 2:** This module introduces secondary impacts and focuses on COOP operations including relocation and process impacts.
  + **Module 3:** This module introduces reconstitution actions and the long-term impacts of a COOP event. Discussions include loss of public confidence, legal ramifications, and long-term policy changes.
* Hot Wash- Identify lessons learned.

## Exercise Guidelines

* This exercise will be held in an open, no-fault environment. Varying viewpoints are expected.
* Respond to the scenario and injects using your knowledge of existing plans and capabilities, and insights derived from your training and experience for your specific organization.
* Decisions are not precedent setting and may not reflect your organization’s final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions and/or suggested actions to resolve or mitigate a problem.
* There is no hidden agenda, and there are no trick questions. The resources and written materials provided are the basis for discussion.
* The scenarios have been developed in collaboration with subject matter experts and exercise planners from multiple state organizations.
* In any exercise, assumptions and artificialities are necessary to complete play in the time allotted, to achieve training objectives, and/or account for logistical limitations. Please do not allow these considerations to negatively impact your participation in the exercise.

## Exercise Lessons Learned and Evaluation

The lead facilitator will lead a post-exercise review with participants at the end of the exercise to address any lessons learned or issues that emerge from the exercise discussions. Participants are asked to complete the Feedback Form found in Appendix C and turn in to the facilitators.

# Module 1: Initial Response

## Situation Briefing

At 10 AM today, an aircraft crashes into the facility resulting in significant damage both from the impact and a fire that erupted shortly thereafter. Forty percent (40%) of the onsite employees were injured with many being rushed to the hospital. Employees are evacuated to a safe area and emergency services personnel are onsite to manage the incident. Additional damage has occurred to surrounding buildings.

## Discussion Questions

|  |  |  |
| --- | --- | --- |
| Question | Response | COOP plan reference |
| 1. Does your organization have an Emergency Response Plan? Is it linked to your COOP plan? |  |  |
| 1. With the listed incident, who would be the first person contacted? How would that person be contacted? |  |  |
| 1. Who comprises the Incident Command Team (ICT) that will evaluate the incident? What positions does each individual serve within Incident Command? What role does the COOP coordinator play within Incident Command? | Incident Commander-  Operations-  Planning-  Logistics-  HR/Fiscal-  PIO-  Liaison- |  |
| 1. How is the ICT advised of the incident? Are notification procedures in place including current contact information? Does each ICT individual provide multiple devices for communication? |  |  |
| 1. Are the ICT’s roles, responsibilities, and tasks documented? What incident objectives and priorities will the ICT establish at this time? |  |  |
| 1. Are alternate Incident Command Team members designated in the event the primary individual is not available? Where is the designation documented? Have primary and alternates been trained in their position responsibilities? |  |  |
| 1. Is a Damage Assessment team identified in your COOP plan? Who comprises the team? Is contact information included in your plan or other response documentation? |  |  |
| 1. What tasks does the Damage Assessment Team perform? |  |  |
| 1. What initial steps would your organization take to respond to this incident? (First few hours) |  |  |
| 1. What are your organization’s primary goal at the end of day one? |  |  |
| 1. How will the primary facility be secured? |  |  |
| 1. What internal/external contacts need to be made at this time? |  |  |
| 1. Is current contact information for internal/external parties included in COOP plan? |  |  |
| 1. What internal notifications would be made?    * How would they be made?    * Who initiates the communication?    * What would they say? |  |  |
| 1. What external notifications would be made? How would they be made? Who makes them?  * Police? * Regulatory Agencies? * Customer/Partners? * Additional stakeholders? * The public? |  |  |
| 1. Are there are any incident specific considerations that should be addressed at this time? Is the necessary information to respond to them in your COOP plan? |  | \*Optional |

# Module 2: COOP Operations

## Situation Briefing

24 hours later, all staff have been safely returned home (accepting those in the hospital). Two members of your leadership are not available to assist in recovery/COOP efforts. Your primary facility has suffered significant damage along with personal vehicles that were onsite. You are receiving calls from the media asking for comment. Incident operations are being handled by Delaware Emergency Management Agency (DEMA). The building has been declared a total loss. Facilities estimate a minimum of twelve weeks before a long-term replacement facility can be acquired and equipped for your use.

## Discussion Questions

|  |  |  |
| --- | --- | --- |
| Question | Response | COOP plan reference |
| 1. What are the initial steps you would take to continue operations? |  |  |
| 1. What critical business processes have been impacted by this event? Are they listed in your plan? |  |  |
| 1. Does the incident require relocation to an alternate facility or remote work? |  |  |
| 1. Relocate- Does your plan include alternate facility information including MOU and activation procedures (how to activate, how will it be set up, etc.? Is this information current- has it ever been exercised? |  |  |
| 1. Remote- Does all of your staff have remote access and available technology? How will you grant access/ get technology to those who do not? |  |  |
| 1. Public Facing- If you are a public facing entity, how will you address this additional impact (locations, web operations, communications)? Are there other customer related issues that need to be addressed? |  |  |
| 1. How would you communicate/monitor staff? |  |  |
| 1. Are any systems/technology impacted by this event? Are these systems backed up? How often? |  |  |
| 1. Can all of your system and vital records be accessed from your alternate site/remotely? |  |  |
| 1. Are all vital records dependencies identified in your COOP plan? Are they backed up? |  |  |
| 1. What work around procedures are in place to allow for continued operations? |  |  |
| 1. How would changes in processes be communicated to staff? Who is documenting the changes? How do you ensure the validity of the communications? |  |  |
| 1. What external notifications would be made? How would they be made? Who makes them? Is the necessary contact information included in your COOP plan?  * Regulatory Agencies? * Customer/Partners? * Additional stakeholders? * The public? |  |  |
| 1. How are you ensuring unity of message between your organization, the public sector, and other state organizations? |  |  |
| 1. If resources need to be purchased or leased, is financial staff designated as being essential in the COOP plan? |  |  |
| 1. How would you record personnel time during this type of event? Are these procedures documented? |  |  |

# Module 3: Reconstitution and Long-Term Impacts

## Situation Briefing

It has now been 3 weeks since the incident. Facilities have provided a list of potential locations for you to evaluate for use and determine suitability although it will take 3 months for negotiations and official occupancy to occur. You are operating with seventy-five percent (65%) of your original workforce.

## Discussion Questions

|  |  |  |
| --- | --- | --- |
| Question | Response | COOP plan reference |
| 1. What would your new normal, look like and how did you get there after an extended event? What would reconstitution look like? |  |  |
| 1. What are your public affairs concerns?  * Who is responsible for coordinating the public message? Is this process a part of any established plan? * How would your department respond to the media reports? * What information are you sharing with the public? Employees? * Are public information personnel trained to manage messaging for your organization? * Does your department have staff trained to manage your social media presence? |  |  |
| 1. What contact information and processes related to the public affairs issues included in your COOP plan?  * Have your public relations priorities changed? * Will it trigger any additional legal and/or regulatory notifications? |  |  |
| 1. What Human Resource issues would exist related to the incident (employee retention, psychological impacts, workman’s comp, Overtime, etc.)? |  |  |
| 1. What are some cascading effects related to these events?  * Would demand for your services decline? * What would the impact be to organizational reputation? * What process changes may be put in place? |  |  |
| 1. Do these incidents generate any concerns that have not been addressed? |  |  |

# Appendix A: Acronyms

|  |  |
| --- | --- |
| Acronym | Definition |
| AAR | After-Action Report |
| CISA | Cybersecurity and Infrastructure Security Agency |
| COOP | Continuity of Operations Plan |
| DDoS | Distributed Denial of Service |
| DHS | U.S. Department of Homeland Security |
| FBI | Federal Bureau of Investigation |
| HR | Human Resources |
| IS | Information Systems |
| IT | Information Technology |
| NIST | National Institute of Standards and Technology |
| PIO | Public Information Officer |
| PPD | Presidential Policy Directive |
| RTO | Recover Time Objective |

# Appendix B: Additional Injects

**Communication Inject:**

Busy Lines- "All circuits are busy now, please try your call again later." News coverage of the event has prompted a flood of calls, both to your company and to the area in general. Cellular and land-line circuits are being overwhelmed by the call volumes, making communications internally and externally very difficult.

Invalid Contacts- Attempts to contact essential onsite employees for business recovery are unsuccessful due to out-of-date phone numbers.

**Vendor Impacts:**

Payroll- Due to an issue with the bank, the direct deposit of this week’s entire employee payroll has been delayed. Missing deposits cause a large number of employee transactions to be rejected and equally large number of employee checks to be returned for NSF. Rumors start circulating that the reason the deposits are missing is due to financial mismanagement. Media posts reflect this rumor and Social Media commentary are spreading. Some employees are refusing to return to work and are demanding immediate action/response.

Due to an unforeseen event- The state contract vendor(s) that provide your daily office supplies will be unable to makes it usual shipments. No supplies will be delivered for 30 days (paper, envelopes, printer ink, etc.).

**Cyber Impact:**

A vendor supporting one of your critical applications has reported a vulnerability has been found on their systems. While they work to establish a patch, you observe that the system appears to be behaving abnormally. When you contact the vendor, they report they are currently experiencing a cyber-attack and are unable to assist.

Your Agency website is currently down due to a cyber-attack, and it is unsure when the site will be restored. No transactions or public information can be managed through the site at this time.

**Employee Impact:**

Due to a seasonal flu that is going around and seems to be spreading especially fast. Several of your essential personnel are feeling unwell after working closely together on recovery efforts. They are unavailable to continue working. It is expected to take 48-72 hours for staff to recover, in the meantime additional staff continue to report feeling ill.

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# Appendix C: Participant Feedback Form

|  |  |  |  |
| --- | --- | --- | --- |
| **Name:** |  | **Organization:** |  |

Please answer the following questions on a scale of agreement (1-strongly disagree; 2-somewhat disagree; 3-no opinion; 4-somewhat agree; 5-strongly agree). Please circle your response.

|  |  |
| --- | --- |
| **Statement** | **Scale** |
| 1. The exercise has increased my awareness of potential risks to my agency. | 1 2 3 4 5 |
| 2. The exercise met the states objectives. | 1 2 3 4 5 |
| 3. The exercise provided a forum to identify and correct gaps or vulnerabilities in organizational continuity plans and procedures. | 1 2 3 4 5 |
| 4. The presenter was knowledgeable, appropriate, and effective. | 1 2 3 4 5 |
| 5. The lead facilitator(s) effectively conveyed expectations and scenario injects. | 1 2 3 4 5 |
| 6. The use of volunteer facilitators helped agency engagement. | 1 2 3 4 5 |
| 7. The facility was appropriate for conducting this event. | 1 2 3 4 5 |
| 8. The situation manual was useful and contained all necessary information. | 1 2 3 4 5 |
| 9. The event contributed to my understanding of my organization’s continuity mission and my position in it. | 1 2 3 4 5 |
| 10. The event contributed to my understanding of the State’s continuity position as a whole and my organization’s position in it. | 1 2 3 4 5 |
| **Comments:** | |