

State of Connecticut



Emergency Planning and Preparedness Initiative (EPPI) Statewide Annual Exercise



2019

V 5.0

Exercise Plan



EPPI 2019

Exercise Plan

November 13, 14, 2019

The Exercise Plan (ExPlan) gives officials, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

EXERCISE OVERVIEW

Exercise Name	Emergency Planning and Preparedness Initiative (EPPI) 2019
Exercise Dates	November 13 and November 14, 2019
Scope	This exercise is an Operations Based Exercise, planned for two days of play, one day of SEOC Partial Activation and one day for State Agencies, Task Forces, and Emergency Support Function (ESF) responsibilities. In addition, there will be nine DEMHS regional deliveries throughout the state in order to initiate municipal participation. This exercise is primarily intended to coincide with the Eversource GridEx exercise and simulate State-wide preparation, response, and recovery to an energy disruption event. Involvement will include municipal, state and non-governmental players. All ESF and Task Force members and appropriate representatives from all disciplines should participate in the exercise. This year's exercise is being delivered in coordination with North American Electric Reliability Corporation (NERC) nationwide GridEx 2019 exercise.
Mission Area(s)	Mitigation/Preparedness, Response, and Recovery
Core Capabilities	Operational Coordination, Planning, Public Information and Warning, Operational Communications, Logistics and Supply Chain Management, Mass Care Services, Situational Assessment, Critical Transportation, Infrastructure Systems, Public Health, Medical, and EMS Services, Environmental Response/Health Safety
Objectives	<p>OBJECTIVE 1 – Preparedness ESF/Task Forces will use the State Response Framework (SRF), its annexes, related plans and the Incident Action Plan (IAP) to guide their response to the results of a major energy disruption to natural gas and electricity distribution throughout the region and to review their own level of preparedness. Objective 1 will include those core capabilities supporting the mission area of preparedness/mitigation.</p> <p>OBJECTIVE 2 – Response Emergency Support Functions and Task Forces will be activated, to include appropriate partners, to coordinate and collaborate on an operational response to the state's needs, and to review emergency response plans as a result of cyber and physical attacks against the electric and natural gas infrastructures. Objective 2 will include those core capabilities supporting the mission area of Response.</p> <p>OBJECTIVE 3 – Recovery The exercise will conclude with the recovery efforts from the energy disruption and how they will impact the long term recovery in the state of Connecticut. Objective 3 will include those core capabilities supporting the mission area of Recovery.</p>

Threat or Hazard	Major natural gas and electric grid disruption of services as a result of cyber and physical attacks against the infrastructure.
Scenario	The Scenario consists of a large scale natural gas and electric grid power disruption as a result of cyber and other physical attacks on Eversource’s transmission and distribution system resulting in the loss of generation and other impacts effecting all of New England and across the nation. Long term power outages, rotating brown outs, and communication issues are expected. The exercise will progress from preparation, to response and then recovery.
Sponsor	State of Connecticut Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security
Participating Organizations	Municipalities throughout the State of Connecticut as well as the two Tribal Nations, multiple State Agencies including the Military Department and Federal Partners including FEMA, and many Private Partners including the American Red Cross, United Way 211, Eversource, and others from the Energy and Communications Industries.
Point of Contact	<p>Exercise Director: Bill Hackett</p> <p>DESPP/DEMHS 1111 Country Club Road Middletown, CT 06457 860-250-6947 (cell) william.j.hackett@ct.gov</p> <p>Exercise Coordinator: Bryan Gran</p> <p>DESPP/DEMHS 249 Maxim Road Hartford, CT 06114 860-883-6829 (cell) bryan.gran@ct.gov</p>

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GENERAL INFORMATION

Exercise Objectives and Core Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team. A special emphasis this year will be centered on Energy Disruption and Cyber impacts.

Exercise Objective	Core Capability
<p><u>OBJECTIVE 1 – A Community and State that is Prepared and Capable to Respond to/Recover From Disaster</u></p> <p>ESF/Task Forces will use the State Response Framework (SRF) and its annexes, related plans and the Incident Action Plan (IAP) to guide their response to the results of a major energy disruption to natural gas and electricity distribution throughout the region and to review their own level of preparedness. Objective 1 will include those core capabilities supporting the mission area of preparedness/mitigation. Municipalities will use their Local Emergency Operations Plans (LEOP) to implement an appropriate Incident Action Plan (IAP) in response to the results of a tropical storm and to review preparedness.</p>	<p>Operational Coordination, Planning, and Public Information and Warning, Community Resilience, Risk and Disaster Resilience Assessment, Threats and Hazard Identification</p>
<p><u>OBJECTIVE 2 – Provide A Coordinated and Rapid Response</u></p> <p>Emergency Support Functions and Task Forces will be activated, to include appropriate partners, to coordinate and collaborate on an operational response to the state’s needs, and to review emergency response plans. Objective 2 will include those core capabilities supporting the mission area of Response. Municipalities will activate their local Emergency Operations Center (EOC), convene their Unified Command including appropriate partners, declare a local emergency declaration, coordinate and collaborate on an operational response to the community’s needs, and review emergency response plans. Include in your partners a representative from ESF-2 Communications to brief the Unified Command on communications resources and challenges as it pertains to this exercise.</p>	<p>Critical Transportation, Environmental Response/Health Safety, Fatality Management Services, Infrastructure Systems, Mass Care Services, Search and Rescue Operations, On Scene Security and Protection, Operational Communications, Public and Private Services and Resources, Public Health and Medical Services, Situational Assessment</p>
<p><u>OBJECTIVE 3 – Plan for and Implement Short and Long Term Recovery Efforts</u></p> <p>The exercise will conclude with the recovery efforts from the energy disruption and how they will impact the long term recovery in the state of Connecticut. Objective 3 will include those core capabilities supporting the mission area of Recovery.</p>	<p>Economic Recovery, Health and Social Services, Housing, Natural and Cultural Resources</p>

Table 1. Exercise Objectives and Associated Core Capabilities

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.** Players are personnel who 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.
- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.
- **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the Simulation Cell (SimCell), but they may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., media reporters or next of kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the Exercise Director and Senior Controller.
- **Actors.** Actors simulate specific roles during exercise play, typically victims or other bystanders.
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
- **Media Personnel.** Some media personnel may be present as observers, pending approval by the sponsor organization and the Public Information Officer (PIO).
- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise, and should not allow these considerations to negatively impact their participation.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Exercise simulation contains sufficient detail to allow players to react to information and situations as they are presented as if the simulated incident were real.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

Artificialities

During this exercise, the following artificialities apply:

Exercise communication and coordination is limited to participating exercise organizations, venues, and the SimCell.

Dates, times, weather conditions, exercise injects and situational awareness information.

EXERCISE LOGISTICS

Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- All players and organizations will follow their Safety Plans as defined in their individual plans, policies, and procedures.
- For an emergency that requires assistance, use the phrase **“real-world emergency.”** The following procedures should be used in case of a real emergency during the exercise:
 - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
 - Anyone aware of a real emergency will initiate the **“real-world emergency”** broadcast and provide the Regional Control Cell, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any.
 - The Exercise Director will determine if a **“real-world emergency”** warrants a pause in exercise play and when paused exercise play can be resumed.

Fire Safety

Standard fire and safety regulations relevant to the location of the venue will be followed during the exercise.

Emergency Medical Services

The sponsor organization will coordinate with local emergency medical services in the event of a real-world emergency. The Exercise Director is to be notified of any “real world emergency” or a medical emergency as soon as reasonably able.

Electrical and Generating Device Hazards

All applicable electrical and generating device safety requirements should be documented prior to the start of the exercise.

Weapons Policy

All participants will follow the relevant weapons policy for the exercising organization or exercise venue.

Site Access

Security

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise sites and the SimCell is limited to exercise participants. Players should advise their venue's controller or evaluator of any unauthorized persons.

Media/Observer Coordination

Organizations with media personnel and/or observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and accompanied by an exercise controller at all times. Sponsor organization representatives and/or the observer controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or observer presence.

Exercise Identification

Exercise staff and SimCell interaction is mostly virtual however, exercise staff may be identified by badges, hats, and/or vests to clearly display exercise roles; additionally, uniform clothing may be worn to show agency affiliation. Media personnel will be escorted and identified by issued badges which will be displayed offering easy identification.

POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings

Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

Hot Wash

At the conclusion of exercise play, controllers and participants will conduct a Hot Wash to allow players to discuss strengths and identify areas for improvement, and also to seek clarification regarding player actions and decision-making processes. All participants may attend; however, observers are not encouraged to attend the meeting. The Hot Wash should not exceed 30 minutes.

Controller Debriefing

Controllers will attend a facilitated debriefing immediately following the exercise and Hot Wash. During this debriefing, controllers provide an overview of their observed functional areas and discuss strengths and areas for improvement.

Participant Feedback Forms (included in Player Handbook)

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

Evaluation

Exercise Evaluation Guides

This exercise will not have the standard HSEEP Evaluators nor Exercise Evaluation Guides but will rely on Player/Municipal Reporting and After Action Report self-assessment using WebEOC. SEOC Liaisons will do an AAR in WebEOC and regional deliveries will use the Participant Feedback Form which will be part of the Participant Handbook. This form is to be completed after the Hot Wash and should be completed the same day as the exercise or soon thereafter as the Exercise. Contact information is on Page 2 of this document.

The completed Municipal Reporting and After Action Report Form (Appendix D), coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the After-Action Report (AAR).

After-Action Report

The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type

of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.

Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through the development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

After-Action Meeting

The After-Action Meeting (AAM) is a meeting held among decision- and policy-makers from the exercising organizations, as well as the Lead Evaluator and members of the Exercise Planning Team, to debrief the exercise and to review and refine the draft AAR and Improvement Plan (IP). The AAM should be an interactive session, providing attendees the opportunity to discuss and validate the observations and corrective actions in the draft AAR/IP.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise, and discussed and validated during the AAM.

PARTICIPANT INFORMATION AND GUIDANCE

Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.
- All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement “**This is an exercise.**”
- Exercise players who place telephone calls or initiate radio communication with the SimCell must identify the organization or individual with whom they wish to speak.

Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

Before the Exercise

- Review appropriate organizational plans, procedures, and exercise support documents.
- Be at the appropriate site at least 30 minutes before the exercise starts. Wear normal work attire.
- Sign in when you arrive.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read your Player Information Handout, which includes information on exercise safety.

During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization’s participation in an exercise, ask a controller.

- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise’s trusted agents to balance realism with safety and to create an effective learning and evaluation environment.
- All exercise communications will begin and end with the statement “**This is an exercise.**” This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
- When you communicate with the SimCell, identify the organization or individual with whom you wish to speak.
- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller.

After the Exercise

- Participate in the Hot Wash at your venue.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller.
- Provide any notes or materials generated from the exercise to your controller for review and inclusion in the AAR.

Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. The physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers. A SimCell will simulate the roles and interactions of nonparticipating organizations or individuals.

APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
Thursday November 7, 2019			
7 Nov	Exercise Staff	Communications checks (Scenario Package #1, ExPlan)	SEOC & others
Friday November 8, 2019			
8 Nov	Exercise Staff	Final Prep (Scenario Package #2)	SEOC
Tuesday November 12, 2019			
12 Nov	Controllers and exercise staff	Simcell and Rehearsal (Scenario Package #3)	SEOC
13 Nov	Controllers and exercise staff	(Scenario Package #4,)	SEOC
Wednesday November 13, 2019			
0800	Controllers and exercise staff only	Partial Activation in Support of Eversource GridEx	SEOC
1600	Controllers and exercise staff only	ENDEX/Hot Wash	SEOC
Thursday November 14, 2019			
0800	Controllers, exercise staff, State Agencies and ESF Task Forces	SEOC full activation in response to events from GridEx (Sign-in begins at 0730)	SEOC
1200	Controllers, exercise staff, State Agencies and ESF Task Forces	ENDEX/Hot Wash	SEOC
Immediately Following the Hot wash	Controllers, exercise staff, State Agencies and ESF Task Forces	Debrief, turn in exercise paperwork	SEOC
Written After Action reviews due to DEMHS January 15, 2020			
15 Jan	Exercise Staff	Written AAR to DEMHS	SEOC
Draft AAR / IP Conference February 15, 2020			
15 Feb	Exercise Staff	Draft AAR Meeting	SEOC
Final AAR / IP Conference March 15, 2020			
15 Mar	Exercise Staff	Final AAR Meeting	SEOC

NOTE: All times are approximate and subject to change based on actual exercise play.

APPENDIX B: ACRONYMS

ACRONYM	TERM
AAC	After Action Conference
AAR	After Action Report
C&O Meeting	Concept and Objectives Meeting
C/E Briefing	Controller and Evaluator Briefing
C/E Debriefing	Controller and Evaluator Debriefing
C/E Handbook	Controller and Evaluator Handbook
CAP	Corrective Action Program or Civil Air Patrol
CAS	Comprehensive Assessment System
CBRNE	Chemical, Biological, Radiological, Nuclear, And High-Yield Explosives
CDC	Centers for Disease Control and Prevention
CDP	Center for Domestic Preparedness
COG	Continuity of Government
ConPlan	Contingency Plan
COOP	Continuity Of Operations
COP	Common Operating Picture
COSIN	Control Staff Instructions
CPX	Command Post Exercise
CSEPP	Chemical Stockpile Emergency Preparedness Program
CSID	Centralized Scheduling and Information Desk
CST	Civil Support Team
DDS	Design and Development System
DEMHS	Division of Emergency Management and Homeland Security
DESPP	Department of Emergency Services and Public Protection
DHS	U.S. Department of Homeland Security
DoD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOJ	U.S. Department of Justice
DOT	U.S. Department of Transportation
EEG	Exercise Evaluation Guide
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
ESF	Emergency Support Function

EvalPlan	Evaluation Plan
ExPlan	Exercise Plan
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FPC	Final Planning Conference
FSE	Full-scale Exercise
HazMat	Hazardous Materials
HHS	U.S. Department of Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
HSGP	Homeland Security Grant Program
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
ICS	Incident Command System
IP	Improvement Plan
IPC	Initial Planning Conference
IPC	Interagency Policy Committee
IS	Independent Study
JTTF	Joint Terrorism Task Force
LLIS	Lessons Learned Information Sharing (llis.gov)
MAA	Mutual Aid Agreement
-MAC	Multiagency Coordinator
MACC	Multiagency Coordination Center
MEPP	Master Exercise Practitioner Program
MOA	Memorandum Of Agreement
MOU	Memorandum Of Understanding
MPC	Midterm Planning Conference
MSDS	Material Safety Data Sheet
MSEL	Master Scenario Events List
NFA	National Fire Academy
NGO	Nongovernmental Organization
NIC	National Integration Center
NIMS	National Incident Management System
NLE	National Level Exercise
NOAA	National Oceanic and Atmospheric Administration
NPD	National Preparedness Directorate
NRF	National Response Framework
PIO	Public Information Officer
POC	Point Of Contact
PPE	Personal Protective Equipment
REP Program	Radiological Emergency Preparedness Program
RESP	Regional Exercise Support Program or Regional

	Emergency Support Plan
RRCC	Regional Response Coordination Center
RSP	Render-Safe Procedures
SimCell	Simulation Cell
ExPlan	Exercise Plan
SME	Subject Matter Expert
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
SWAT	Strategic Weapons And Tactics
TCL	Target Capabilities List
TEP	Training And Exercise Plan
TEPW	Training And Exercise Planning Workshop
TSA	Transportation Security Administration
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
UCS	Unified Command System
US&R	Urban Search and Rescue
USCG	United States Coast Guard
UTL	Universal Task List
VCC	Venue Control Video Teleconference
WMD	Weapons Of Mass Destruction

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APPENDIX C: PARTICIPANTS

DEPARTMENT OR AGENCY
DESPP / DEMHS
DESPP / CSP
DESPP / CFPC
DESPP / CTIC
Eversource
United Illuminating
CTNG
DAS
DAS / BEST
DOC
DEEP
DOT
DPH
DOAG
DCP
DCF
DDS
DECD
DMHAS
DMV
DSS
Judicial Branch
211 Infoline
ARC
Infraguard
FEMA
USACE
USCG
DHS
Other agencies and partners

Does not include other agencies as directed or invited through agency memos.