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CATEX 2016 Drill

Exercise Plan

August 10, 2016

The Exercise Plan (ExPlan) gives observers 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.

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EXERCISE OVERVIEW

Exercise Name	Catastrophic Exercise (CATEX) Drill 2016
Exercise Dates	August 10, 2016
Scope	The All Hazards Consortium’s multi-state Fleet Response Working Group (AHC / FRWG), in coordination with the U.S. Department of Homeland Security, Office of Infrastructure Protection (DHS / IP), will conduct a four (4)-hour drill that will focus on awareness and application of FRWG Disaster Response Tools and Processes in support of regional electric power restoration efforts across the Eastern United States and Canada. This exercise will be operational, not discussion-based. Participants will attend the exercise virtually. Information sharing will be limited to communication tools normally utilized for a scenario of this type. No assets or resources will be deployed.
Mission Area(s)	Mitigation, Response, Recovery
Core Capabilities	Planning, Operational Communications, Operational Coordination, Critical Transportation, Logistics and Supply Chain Management
Objectives	<ul style="list-style-type: none"> • Evaluate participant’s functional knowledge of AHC / FRWG processes and tools. • Stress test some key elements of the AHC / FRWG’s Regional Fleet Movement Coordination Initiative process and Sensitive Information Sharing Environment (SISE) information sharing tools to determine gaps. • Confirm roles and responsibilities across the following entities: <ul style="list-style-type: none"> • Regional Mutual Assistance Groups (RMAGs) – in electric sector • State and Local Government Agencies • Federal Government Agencies • Trade Associations • Participating Sectors (Food/Water, Fuel, Telecom, Finance, Retail and Transportation) • The FRWG Program Office • Discuss logistical challenges when initially aligning resource needs between utilities. • Assess overall communications, operational process efficiency and tool(s) operational effectiveness. • Identify strengths, areas for improvement and assign corrective actions. • Education on the AHC / FRWG’s Fleet Movement Coordination with State’s process and tools.

<p>Threat or Hazard</p>	<p>Natural hazard, severe weather similar to a “Derecho” event.</p>
<p>Scenario</p>	<p>Predicted but isolated severe weather in the Mid-West turns into a regional, widespread severe storm with little to no advance notice. The storm is projected to pass over States in the Mid-Atlantic and Northeast regions during a period of excessive heat, high temperatures, and high electrical load periods.</p>
<p>Sponsors</p>	<ul style="list-style-type: none"> • All Hazards Consortium’s Multi-State Fleet Response Working Group (AHC / FRWG) and the East Coast Corridor Coalition (EC3) Working Group • U.S. Department of Homeland Security, Office of Infrastructure Protection (DHS / IP) • Regional Mutual Assistance Groups (RMAG) in Electric Sector: <ul style="list-style-type: none"> • Southeastern Electric Exchange, Great Lakes, North Atlantic, Mid-West • Investor Owned Utilities (IOU) • U.S. Department of Energy (DOE) • U.S. Department of Transportation (DOT) • Federal Emergency Management Agency (FEMA) • U.S. Customs and Border Protection (CBP) • Edison Electric Institute (EEI) • National Rural Electric Cooperative Association (NRECA) • American Public Power Association (APPA)
<p>Participating Organizations</p>	<p>Refer to Appendix E for the full list of participating organizations.</p>
<p>Points of Contact</p>	<p>Tom Moran Executive Director, All Hazards Consortium Mobile: 443-718-9109 Tom.moran@ahcusa.org</p> <p>Gary Boyer Exercise Manager Stakeholder Readiness and Exercise Section Sector Outreach and Programs Division Office of Infrastructure Protection National Protection and Programs Directorate U.S. Department of Homeland Security Phone: 703-603-5411 Mobile: 202-420-0023 Gary.boyer@hq.dhs.gov</p>

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 specific mission area(s).

Exercise Objective	Core Capability
Evaluate participant’s functional knowledge of AHC FRWG processes and tools.	<ul style="list-style-type: none"> ✓ Operational Communications ✓ Operational Coordination ✓ Critical Transportation ✓ Logistics And Supply Chain Management
Stress test some key elements of the FRWG’s Regional Fleet Movement Coordination Initiative process and Sensitive Information Sharing Environment (SISE) information sharing tools to determine gaps.	<ul style="list-style-type: none"> ✓ Operational Communications ✓ Operational Coordination ✓ Critical Transportation ✓ Logistics And Supply Chain Management
<p>Confirm roles and responsibilities across the participating entities.</p> <ul style="list-style-type: none"> • Regional Mutual Assistance Groups (RMAGs) – in electric sector • State and Local Government Agencies • Federal and Canadian Government Agencies • Trade Associations • Participating Sectors (Food/Water, Fuel, Telecom, Finance, Retail and Transportation) • The Fleet Response Working Group (FRWG) Program Office 	<ul style="list-style-type: none"> ✓ Planning ✓ Operational Communications ✓ Operational Coordination ✓ Critical Transportation ✓ Logistics And Supply Chain Management
Discuss logistical challenges when initially aligning resource needs between utilities.	<ul style="list-style-type: none"> ✓ Planning ✓ Operational Coordination ✓ Critical Transportation ✓ Logistics and Supply Chain Management
Assess overall communications, operational process efficiency and tool(s) operational effectiveness.	<ul style="list-style-type: none"> ✓ Operational Communications ✓ Operational Coordination
Identify strengths, areas for improvement and assign corrective actions.	<ul style="list-style-type: none"> ✓ Planning ✓ Operational Communications ✓ Operational Coordination ✓ Critical Transportation ✓ Logistics and Supply Chain Management
Educate on the FRWG’s Fleet Movement Coordination with State’s process and tools.	<ul style="list-style-type: none"> ✓ Planning ✓ Operational Communications ✓ Operational Coordination ✓ Critical Transportation ✓ Logistics and Supply Chain Management

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 CATEX 2016 Drill, 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 and monitor the exercise timeline.
- **Simulators.** Simulators are control staff personnel who role-play nonparticipating organizations or individuals. They will operate out of the Simulation Cell (SimCell). Simulators function semi-independently under the supervision of SimCell Controllers, enacting roles in accordance with instructions provided in the Master Scenario Events List (MSEL). For this exercise, the “events” will be provided to players by the SimCell as “injects”. Specific scenario injects will be sent to prompt player actions that will lead to application of technologies, services, processes, and guidance that require testing during the exercise.
- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against expected actions of player application of technologies, services, processes, and guidance being tested during the exercise. All evaluators and the evaluation of exercise activities will be performed by representing organizations.
- **Observers.** Observers may view information sharing segments of the exercise in coordination with the Exercise Director. Observers do not play in the exercise, nor do they perform any control or evaluation functions.
- **Exercise Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks before, during, and after the exercise (e.g., registration, documentation collection).

The Exercise Director, controllers, simulators, evaluators, and exercise support staff will be co-located during the exercise at Skyline Technology Solutions Headquarters, 6956-F Aviation Boulevard, Glen Burnie, MD, 21061.

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 organizations and 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 organizations, agencies, and the SimCell.
 - An Exercise Participant Contact List will be provided to players prior to exercise start by the Exercise Director. This list will identify participating organizations and agencies together with representatives by name and email addresses.
- Exercise injects provided by the SimCell represent scenario information (i.e., weather related information) as well as information needed by nonparticipating organizations or agencies to prompt player actions (i.e., weather related impacts and outages, RMAG fleet movement status, government emergency declarations and waivers).
 - All email injects received by players from the SimCell will be from the email address catex2016@ahcusa.org, regardless of nonparticipating organization being simulated.
 - Email injects will not be formatted to the appearance of emails from non-participating organizations or agencies (i.e., contracted weather service, state declaration notifications); the simulated content will align with information expected to be received.
- Timeline of weather-related scenario information will be condensed to allow for time constraints of the exercise.

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POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings

Post-exercise debriefings are conducted to collect sufficient and relevant data to support effective evaluation of the exercise. Debriefings include the conduct of a Hot Wash, Controller and Evaluator Debriefing, and completion of the Player Survey, Player Checklist, and DHS Participant Feedback Form.

Hot Wash

At the conclusion of exercise play, controllers facilitate a Hot Wash to allow players to discuss strengths and areas for improvement and evaluators to seek clarification regarding player actions and decision-making processes. All players are encouraged to attend the meeting immediately following the end of the exercise using the following information:

- **Teleconference number:** 1 (712) 432-3011
 - **PIN:** 675656
- **Webinar Link:** <https://attendee.gotowebinar.com/register/1674216835635625729>

Controller and Evaluator Debriefing

Controllers and evaluators will attend a facilitated Controller and Evaluator Debriefing immediately following the exercise. During this debriefing, controllers and evaluators will provide an overview of their observations and discuss strengths and areas for improvement.

Player Survey

The Player Survey provides participants with the opportunity to comment and offer input on their experience using the AHC FRWG technologies, services, processes, and guidance tested during the exercise. Information noted within the Player Survey should include as much detail as possible. Input received from this survey will be a key contributor to identifying strengths and areas for improvement. The level of detail provided in this survey greatly contributes to the success of being able to evaluate this exercise. Therefore, players should capture outcomes in this survey as the exercise progresses, instead of after the exercise ends.

Each organization or agency with multiple players may choose one point of contact to complete the form, which would include input from other players. The completed survey should be referenced when contributing to Hot Wash discussions.

The Player Survey is attached as **Appendix C** for reference. An editable version of this form will be provided by Exercise Control Cell prior to exercise. Participants are to return completed forms, following the Hot Wash, to catex2016@ahcusa.org.

Player Checklist

The Player Checklist allows evaluators to gauge if and when your organization accessed or used technologies, services, processes, and guidance (e.g., GeoCollaborate Daily Dashboard, RMAG/FRWG Engagement Guidance) as the scenario is revealed through email injects received. Players should indicate which, if any, were accessed and used as an action taken resulting from information provided by the inject. The “CATEX inject number” on the email you receive will match the CATEX inject number in the Player Checklist. As examples, the inject numbers will read “0.1,” “0.2,” etc. Players should mark the correlating boxes with one of two options:

1. “Yes” for each technology, service, process, and/or guidance accessed and used for this inject.
2. “No” for each technology, service, process, and/or guidance that **was not** accessed or used for any reason, but probably should have been.

Note: Boxes left blank are assumed to be not applicable.

The Player Checklist is attached as **Appendix D** for reference. An editable version of this form will be provided by the Exercise Director prior to the exercise. Players will capture their activity as injects are received, instead of after the exercise ends. Participants are to return completed forms, following the Hot Wash, to catex2016@ahcusa.org.

DHS Participant Feedback Form

The DHS Participant Feedback Form provides participants with the opportunity to comment candidly on exercise activities and exercise design. The DHS Participant Feedback Form will be provided via email to players prior to the exercise by the DHS Exercise Support Team. Participants should send completed forms to SOPD.Exercise@hq.dhs.gov following the exercise.

Evaluation

Representatives of participating private sector organizations will perform the evaluation of this exercise. Evaluators will use debriefing materials, including Hot Wash notes, to evaluate the exercise and compile an After-Action Report (AAR). Although DHS IP assisted with the design of the exercise, they will not be involved with the evaluation process.

After-Action Report

The AAR summarizes key information related to evaluation. The AAR will primarily focus on the analysis of information sharing tools and guidance, including the identification of strengths and areas for improvement. The AARs will document the following basic exercise information: the exercise name, type of exercise, dates, location, participating organizations, mission areas, objectives, threat, a brief scenario description, exercise sponsors, and POC.

After-Action Meeting

The After-Action Meeting (AAM) is held with the Lead Evaluator and members of the Exercise Planning Team (EPT) to debrief the exercise and to review and refine the draft AAR. The AAM will be an interactive session, providing participants an opportunity to discuss and validate the observations in the draft AAR.

PARTICIPANT INFORMATION AND GUIDANCE

Exercise Rules

The following general rules govern exercise play:

- Exercise players will comply with real-world processes and procedures, unless otherwise instructed by the control staff.
- All communications (e-mail and telephone) during the exercise will begin and end with the statement “**This is an exercise.**”

Players Instructions

Players should follow the guidelines in the below section to ensure the exercise is effective.

Before the Exercise

1. **Register to attend the exercise by 4:00 pm ET, Friday, August 5, 2016** using the following link:
<http://events.constantcontact.com/register/event?llr=zbu8kubab&oeidk=a07ecveqe520d43370c>
2. **Register to receive SISE (Sensitive Information Sharing Environment) tool access permissions by 4:00 pm ET, Friday, August 5, 2016** using the following process:
 - a. Link to the SISE Portal Webpage at: www.siseusa.org.

First Time SISE Users:

1. CLICK on above link to create your personal SISE account.
2. Fill in the information on webform.
 - a. Choose a sponsor from the “pull down menu”.
3. You should get an email within 24 hours once you are approved by your sponsor (check your SPAM filters too).
4. Once approved, return to SISE Portal and log in using your email, password and cell phone.
 - a. You will get a cell phone text message each time you log in in order for SISE portal to validate your identity.

For Registered SISE Users:

- Simply go to SISE Portal webpage and log in using your email, password, and mobile number.

3. **Receive exercise materials from the Exercise Director prior to exercise start:**
 - a. Debriefing Materials:
 - Player Survey (editable version)
 - Player Checklist (editable version)
 - b. Exercise Participant Contact List
4. **Attend Player Briefing August 8, 2016 from 9:00 am – 10:00 am ET** using the webinar information below. The purpose of this briefing is to ensure players are aware of their roles and responsibilities during the exercise and to provide players with a chance to ask questions.
 - **Teleconference number:** 1 (712) 432-3011
 - **PIN:** 675656
 - **Webinar Link:**
<https://attendee.gotowebinar.com/register/8700123625409664513>
5. **Receive DHS Exercise Feedback Form** from SOPD.Exercise@hq.dhs.gov.
6. **Receive Exercise Start email** from catex2016@ahcusa.org.
 - a. Players will receive an email notifying them that the exercise will start prior to receiving the first exercise inject. Any last minute instructions will be included with this email.
 - b. If a player does not receive this email and should have, contact Exercise Control immediately using the following information:
 - **Teleconference number:** 1 (712) 432-3011
 - **PIN:** 675656
 - **Webinar Link:**
<https://attendee.gotowebinar.com/register/1674216835635625729>

During the Exercise

Contact Exercise Control and SimCell, as needed:

- **Teleconference number:** 1 (712) 432-3011
 - **PIN:** 675656
- **Webinar Link:** <https://attendee.gotowebinar.com/register/1674216835635625729>

When to contact Exercise Control:

- If you have questions about player instructions or if you are uncertain about an organization's participation in an exercise.
- If you have a real-world emergency and are unable to continue with exercise play.

When to contact SimCell:

- If information is needed from a non-participating organization or agency.

General Instructions

- Respond to exercise events and information as if the scenario were real; however, exercise communications are limited to only exercise participants. Players should refer to the Exercise Participant Contact List received prior to exercise start. If information is needed from a non-participating organization or agency, contact the SimCell.
- Players are expected to obtain necessary information through existing processes or communication networks normally used for a scenario of this type. Any issues experienced during exercise play should be resolved through coordination with other participants. If an issue is believed to be due to an exercise design limitation, contact Exercise Control.
- 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 planning team as trusted agents to balance realism with real-world events and to create an effective learning and evaluation environment.
- **Copy catex2016@ahcusa.org on all email communications.** This procedure will assist with exercise control and evaluation.

Player Action Instructions

Communications

- The exercise will start when the first exercise inject is received.
- All communications (e-mail and telephone) during the exercise will begin and end with the statement **"This is an exercise."** This precaution is taken so that anyone who reads written communications or overhears a conversation will not mistake exercise play for a real-world emergency.
- **Copy catex2016@ahcusa.org on all email communications.** This procedure will assist with exercise control and evaluation.

- **Communicate only with players included on the Exercise Participant Contact List** provided by the Exercise Director.
- For any information directly sent to a nonparticipating organization or agency as part of your information sharing processes, send the information directly to catex2016@ahcusa.org and identify the intended recipient.

Debriefing Materials

Capture information in the following materials as described in the previous section under Post-Exercise and Evaluation Activities:

- Player Survey
- Player Checklist
- DHS Participant Feedback Form

Contact Exercise Control if you have any questions.

After the Exercise

1. Receive Exercise End email from catex2016@ahcusa.org
2. Participate in the Hot Wash with controllers and evaluators using the following information:
 - **Teleconference number:** 1 (712) 432-3011
 - **PIN:** 675656
 - **Webinar Link:**
<https://attendee.gotowebinar.com/register/1674216835635625729>
3. Email completed debriefing materials to catex2016@ahcusa.org.
 - Player Survey (editable)
 - Player Checklist (editable)
4. Email completed DHS Feedback Form to SOPD.Exercise@hq.dhs.gov.

Simulation Guidelines

Because the exercise is of limited duration and scope, certain details will be simulated. A SimCell will simulate the roles and interactions of nonparticipating organizations or individuals.

APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	Location
August 7, 2016			
By Close of Business	All	Register to attend	See Players Instructions
By Close of Business	All	Register to receive SISE (Sensitive Information Sharing Environment) tool access	See Players Instructions
By Close of Business	All	Receive exercise materials from the Exercise Director	See Players Instructions
August 8, 2016			
0900 – 1000	All	Player Briefing	Teleconference number: 1 (712) 432-3011; PIN: 675656 Webinar link: https://attendee.gotowebinar.com/register/8700123625409664513
August 10, 2016			
All Day	All	Contact Exercise Control or SimCell (See Player Instructions for when to call)	Teleconference number: 1 (712) 432-3011; PIN: 675656 Webinar link: https://attendee.gotowebinar.com/register/1674216835635625729
0930 - 1000	All	Receive Exercise Start Email	Virtual
1000 – 1145	All	Exercise Conduct: Phase I and II	Virtual
1145 – 1245	All	Lunch	N/A
1245 – 1430	All	Exercise Conduct: Phase II and IV	Virtual
1430 – 1450	All	Hot Wash	Teleconference number: 1 (712) 432-3011; PIN: 675656
1450 – 1500	All	Next Steps & Closing Comments	Webinar link: https://attendee.gotowebinar.com/register/1674216835635625729
	All	Email Player Survey and Player Checklist	To: catex2016@ahcusa.org See Debriefings
	All	Email DHS Participant Feedback Form	To: SOPD.Exercise@hq.dhs.gov See Debriefings

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APPENDIX B: REFERENCES

AHC / FRWG Technology and Services to be Tested

- URL: <http://www.ahcusa.org/catex-2016-tools-tested.html>

SISE (Sensitive Information Sharing Environment) Portal

- SISE Enrollment and Portal Access: www.siseusa.org



GeoCollaborate Technology

- Regional GeoCollaboration Tool Access: <https://frwg.geocollaborate.com/>
- GeoCollaborate Daily Dashboard: <https://frwg.geocollaborate.com/offline/>

Services

- Fleet Open/Closed for Locating Essential Services During Disasters: http://wp-sites.integritygroup.com/iris/?page_id=151
- Storm Central for centralized emergency declarations: <http://www.ahcusa.org/storm-central.html>

Processes and Guidance to be Tested

AHC / FRWG Disaster Response Tools Website:

- Link: <http://www.fleetresponse.org/resources/hurricane-season/>

Regional Fleet Movement Coordination Initiative Overview Process (PDF)

- Link: http://www.fleetresponse.org/wp-content/uploads/sites/2/2014/07/Fleet_Movement_Coordination_Initiative_Info_packet_7_3_2014.pdf

RMAG Coordination Guide for the Regional Fleet Movement Coordination Process (PDF)

- Link: <http://www.fleetresponse.org/wp-content/uploads/sites/2/2015/06/06-1-15-RMAG-FRWG-Engagement-Guidance-Final-tm.pdf>

US / Canadian Border Crossing Process (PDF)

- Link: <http://www.fleetresponse.org/wp-content/uploads/sites/2/2014/07/07-03-13-USCANADA-BorderGuidance-Only.pdf>

Educational Websites & Information

All Hazards Consortium Website

- Link: www.ahcusa.org

Multi-State Fleet Response Working Group Website

- Main webpage link: www.fleetresponse.org
 - Disaster Response Tools: <http://www.fleetresponse.org/resources/hurricane-season/>
 - SISE Working Group Website: www.fleetcyberid.org
 - CATEX 2016 Annual Exercise Series:
<http://www.fleetresponse.org/productsservices/annual-exercise/catex-2016/>

CATEX 2016 Educational Video & Training Website

CATEX 2016 Education Website

- Link: <http://www.ahcusa.org/catex-2016-education.html>

Additional U.S. Department of Homeland Security Resources, Tools, and Programs

The U.S. Department of Homeland Security Office of Infrastructure Protection strives to develop meaningful partnerships between the public and private sectors to ensure the protection of the Nation's critical infrastructure. These references materials form a comprehensive list of resources, tools, and programs supported by DHS for critical infrastructure partners.

U.S. Department of Homeland Security Resources

- [National Preparedness Goal, Second Edition, September 2015](#)
- [National Response Framework \(NRF\), Second Edition, May 2013](#)
- [National Terrorism Advisory System \(NTAS\)](#)
- [Homeland Security Exercise and Evaluation Program \(HSEEP\), April 2013](#)
- [Federal Emergency Management Agency \(FEMA\) – Emergency Management Institute](#)

U.S. Department of Homeland Security Office of Infrastructure Protection Resources

- [Cyber Security Evaluation Tool \(CSET\) Fact Sheet](#)
- [Homeland Security Information Network - Critical Infrastructure \(HSIN-CI\) Fact Sheet](#)
- [If You See Something, Say Something - Information and Public Display Materials Fact Sheet](#)
- [Infrastructure Information Collection Division \(IICD\) Fact Sheet](#)
- [Infrastructure Protection \(IP\) Gateway](#)
- [Infrastructure Visualization Platform \(IVP\) \(formerly Computer Based Assessment Tool \(CBAT\)\)](#)
- [Industrial Control Systems Cyber Emergency Response Team \(ICS-CERT\)](#)
- [National Cybersecurity and Communications Integration Center \(NCCIC\)](#)
- [National Infrastructure Coordinating Center \(NICC\) Fact Sheet](#)
- [National Infrastructure Protection Plan \(NIPP\) Overview](#)
- [National Infrastructure Protection Plan Energy Sector-Specific Plan, 2015](#)
- [National Institute of Standards and Technology \(NIST\) Framework for Improving Critical Infrastructure Cybersecurity](#)
- [Nationwide Suspicious Activity Reporting Initiative \(NSI\) Fact Sheet](#)
- [Office of Cyber and Infrastructure Analysis \(OCIA\)](#)
- [Office of Cybersecurity and Communications \(CS&C\)](#)
- [Presidential Policy Directive - United States Cyber Incident Coordination \(PPD-41\)](#)
- [Protective Security Advisor \(PSA\) Fact Sheet](#)
- [Protective Security Coordination Division \(PCSD\)](#)

- [Sector Outreach and Programs Division \(SOPD\) Resource Guide](#)
- [Technical Resource for Incident Prevention \(TRIPWire\) Fact Sheet](#)
- [United States Computer Emergency Readiness Team \(US-CERT\)](#)

Awareness Guides

- [Active Shooter Booklet](#)
- [Active Shooter Pocket Card](#)
- [DHS Active Shooter Poster: How to Respond When an Active Shooter is in Your Vicinity](#)
- [FBI-DHS Private Sector Advisory Suicide Bomber/Active Shooter Awareness](#)
- [FBI-DHS Private Sector Advisory Suspicious Behavior Awareness](#)
- [Joint Terrorism Task Force \(JTTF\)](#)
- [Suspicious Activity Reporting](#)
- [Suspicious Activity Reporting Indicators and Examples](#)
- [Tripwire Vehicle Borne IED Identification Guide: Parked Vehicles](#)

Other

- [DHS Office for Bombing Prevention \(OBP\)](#)
- [Federal Emergency Management Agency \(FEMA\) – Grants Programs Information and Resources](#)
- [Homeland Security Digital Library \(HSDL\) \(formerly Lessons Learned Information Sharing \(LLIS\)\)](#)

APPENDIX C: PLAYER SURVEY

CATEX 2016 Drill – Player Survey

Name: _____

Date: _____

Organization/Agency: _____

Title/Position: _____

Roles and Responsibilities

List any existing plans, operating procedures, or guidance utilized by your organization/agency that addresses roles, responsibilities or actions taken during an incident of this type.

Were there any roles, responsibilities or actions taken by your organization/agency that were unexpected or unplanned during the CATEX2016 drill? Briefly describe and identify for what reason(s).

Were there any roles, responsibilities or actions taken by partner organizations/agencies that were unexpected during the drill? Briefly describe and identify for what reason(s).

Are there partner organization/agency roles, responsibilities or actions that you would like additional information on, in planning for an incident of this type? Please Identify.

What improvements could be made to reduce logistical challenges when initially aligning resource needs for a multi-state incident like this?

AHC/FRWG Technologies and Services

Which AHC/FRWG technologies and services did your organization/agency utilize during the drill?

1. SISE Registration Process and Dashboard
2. StormCentral Website
3. GeoCollaborate Daily Dashboard Website
4. Regional GeoCollaborate Facilitated Session
5. Multi-State Fleet Response Working Group Disaster Response Tools Website
6. FLEET Open/Close Service

Which technologies and services were most beneficial to improving fleet coordination efforts and why?

Was the education of these technologies and tools clear, effective, and easy to find?

What improvements to these technologies and services would you suggest to enhance ease of use or overall efficiencies and effectiveness?

AHC/FRWG Processes and Guidance

Which AHC/FRWG processes and guidance did your organization/agency utilize during the drill?

1. RMAG E-mail Reminder Process
2. US/Canadian Border Crossing Process Guide
3. Regional Fleet Movement Coordination with States Process Guide
4. RMAG/FRWG Engagement Guidance

How could AHC/FRWG processes and guidance be improved?

Was the education of these technologies and tools clear, effective, and easy to find?

APPENDIX D: PLAYER CHECKLIST

Player's Inject Confirmation Sheet										
Player Name						Company/ State				
Phase	CATEX Inject #	RMAG E-mail Reminder Process	Storm Central Website	GeoCollaborate Daily Dashboard Website	Regional GeoCollaborate Facilitated Session	Multi-State Fleet Response Working Group Disaster Response Tools				
						US/Canadian Border Crossing Process Guide	Regional Fleet Movement Coordination with States Process Guide	RMAG/FRWG Engagement Guidance	SISE Registration Process and Dashboard	Fleet Open/Close Service
0	0	-	-	-	-	-	-	-	-	-
	0.1	-	-	-	-	-	-	-	-	-
	0.2	-	-	-	-	-	-	-	-	-
I	1	-	-	-	-	-	-	-	-	-
	1.1	-	-	-	-	-	-	-	-	-
	1.2	-	-	-	-	-	-	-	-	-
	1.3	-	-	-	-	-	-	-	-	-
	1.4	-	-	-	-	-	-	-	-	-
	1.5	-	-	-	-	-	-	-	-	-
	1.6	-	-	-	-	-	-	-	-	-
	1.6a	-	-	-	-	-	-	-	-	-
	1.7	-	-	-	-	-	-	-	-	-
	1.8	-	-	-	-	-	-	-	-	-
II	2	-	-	-	-	-	-	-	-	-
	2.1	-	-	-	-	-	-	-	-	-
	2.2	-	-	-	-	-	-	-	-	-
	2.3	-	-	-	-	-	-	-	-	-

Phase	CATEX Inject #	RMAG E-mail Reminder Process	Storm Central Website	GeoCollaborate Daily Dashboard Website	Regional GeoCollaborate Facilitated Session	Multi-State Fleet Response Working Group Disaster Response Tools				
						US/Canadian Border Crossing Process Guide	Regional Fleet Movement Coordination with States Process Guide	RMAG/FRWG Engagement Guidance	SISE Registration Process and Dashboard	Fleet Open/Close Service
	2.4	-	-	-	-	-	-	-	-	-
	2.4a	-	-	-	-	-	-	-	-	-
	2.5	-	-	-	-	-	-	-	-	-
	2.6	-	-	-	-	-	-	-	-	-
	2.7	-	-	-	-	-	-	-	-	-
	2.8	-	-	-	-	-	-	-	-	-
	2.9	-	-	-	-	-	-	-	-	-
	2.10	-	-	-	-	-	-	-	-	-
III	3	-	-	-	-	-	-	-	-	-
	3.1	-	-	-	-	-	-	-	-	-
	3.2	-	-	-	-	-	-	-	-	-
	3.3	-	-	-	-	-	-	-	-	-
	3.4	-	-	-	-	-	-	-	-	-
	3.5	-	-	-	-	-	-	-	-	-
	3.6	-	-	-	-	-	-	-	-	-
	3.7	-	-	-	-	-	-	-	-	-
	3.8	-	-	-	-	-	-	-	-	-
	3.9	-	-	-	-	-	-	-	-	-
3.10	-	-	-	-	-	-	-	-	-	
IV	4	-	-	-	-	-	-	-	-	-
	4.1	-	-	-	-	-	-	-	-	-
	4.2	-	-	-	-	-	-	-	-	-
	4.3	-	-	-	-	-	-	-	-	-
	4.4	-	-	-	-	-	-	-	-	-
	4.5	-	-	-	-	-	-	-	-	-

APPENDIX E: PARTICIPATING ORGANIZATIONS

Participating Organizations
Private
All Hazards Consortium
American Electric Power
ARCOS
Central Hudson Gas & Electric Corporation
Chester County PA
Con Edison
Dominion Power
Duke Energy
Edison Electric Institute
Entergy
First Energy/JCP&L
Georgia Power/Southern Company
HSEMA
National Grid
NJ Power & Light
NJCP – First Energy
PECO Energy / Exelon
PEPCO Holdings Inc.
PHI Holdings Inc.
PPL
PSEG Long Island
Southeastern Electric Exchange
Southern Company
StormCenter Communications, Inc.
The Clearing, Inc.
Local
Baltimore City Mayor's Office of Emergency Management
District of Columbia Homeland Security & Emergency Management
New York City Department of Emergency Management
Philadelphia Office Emergency Management
State
Delaware Office of Emergency Management
Maryland Emergency Management Agency
New Jersey Office of Homeland Security and Preparedness
North Carolina Department of Public Safety

Participating Organizations
Pennsylvania Emergency Management Agency
Virginia Office of Emergency Management
West Virginia Dept. Public Safety & Military Affairs
West Virginia Office of Emergency Management
Federal
Department of Energy
Department of Homeland Security / Office of Infrastructure Protection

APPENDIX F: ACRONYMS

Acronym	Term
AAM	After-Action Meeting
AAR	After-Action Report
AHC	All Hazards Consortium
CATEX	Catastrophic Exercise
C/E	Controller/Evaluator
DHS IP	U.S. Department of Homeland Security / Office of Infrastructure Protection
EC3	East Coast Corridor Coalition
EEL	Edison Electric Institute
EPT	Exercise Planning Team
ExPlan	Exercise Plan
FRWG	Fleet Response Working Group
HSEEP	Homeland Security Exercise and Evaluation Program
MSEL	Master Scenario Event List
RC3	Regional Consortium Coordinating Council
RMAG	Regional Mutual Assistance Group
SimCell	Simulation Cell
SISE	Sensitive Information Sharing Environment



Homeland Security