

The background features a repeating pattern of stylized chemical structures, including hexagons and rings, rendered in a light green color against a dark blue gradient background.

**2021**

# **CHEMICAL SECURITY SEMINARS**

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**December 15, 2021**

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# **How to Conduct a Chemical Security Exercise**

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# Agenda

- Introduction to CISA Exercises
- What is the CISA Tabletop Exercise Package (CTEP)?
- How to use the CTEP
- Sample Situation Manual - Chemical Sector Complex Coordinated Attack Tabletop Exercise Situation Manual
- Open Discussion



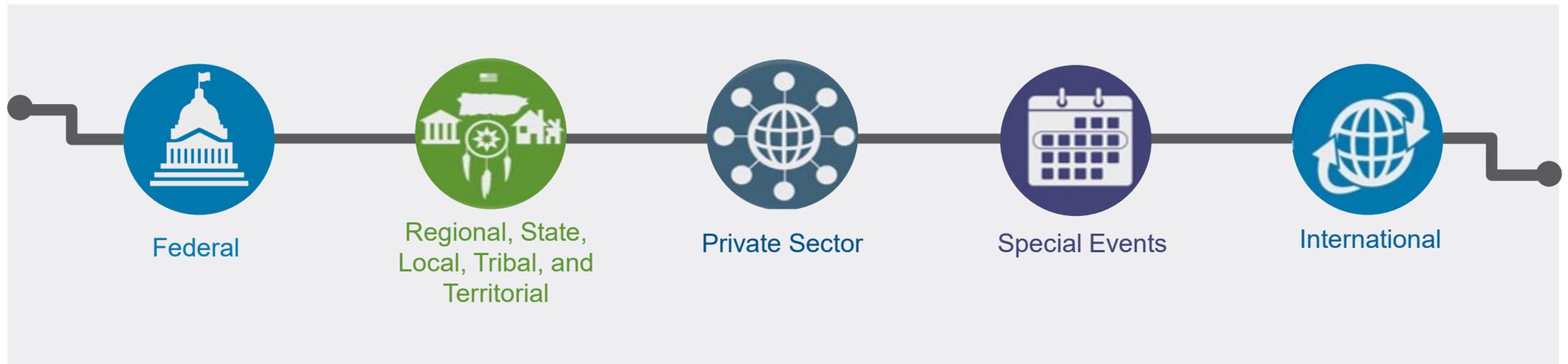
# CISA Exercise Overview

**CISA Exercises** conducts cyber and physical scenario focused exercises with private sector, public sector, and international partners to identify best practices, lessons learned, and areas for improvement to enhance critical infrastructure security and resilience.



# Who We Work With

CISA Exercises supports exercise development and execution for a range of CISA's internal and external partners, including:



# What We Do



# What Is the CTEP?

- The CTEP is designed to assist government and industry partners in developing their own tabletop exercises.
  - The package allows users to leverage pre-built exercise templates and vetted scenarios to build tabletop exercises for their specific needs.
  - These exercises enable our partners to assess, develop, and update information sharing processes and emergency response and recovery plans, programs, policies, and procedures.



# What Is the CTEP? (cont.)

- Tabletop Exercise (TTX)
  - A tabletop exercise is a facilitated discussion of a scripted scenario in an informal, stress-free environment that is based on current applicable policies, plans, and procedures.
  - The TTX facilitates understanding, identifies strengths and areas for improvement, and potential changes in policies and procedures.
- Multiple hazards and threat vectors
- Intended end-users: private sector partners, critical infrastructure owner / operators, soft targets and crowded places



# Discussion

- Have you or your organization used the CTEP previously?



# How to Use the CTEP

- CTEP Materials
- Selecting a Situation Manual
- Obtaining CTEP Materials
- Engaging the Right Stakeholders
- Scoping and Designing Your Exercise
- A Note on Virtual Exercises



# CTEP Materials

**Exercise Planner Handbook:** A guide for exercise planners. It provides step-by-step instructions on how to plan, develop, and execute exercises.

- Outlines the basic concepts and characteristics of a TTX.
- Provides step-by-step instructions on how to use exercise documentation templates as well as how to design and conduct a TTX.
- The handbook is distributed only to those individuals specifically designated as planners and should not be provided to exercise players.



# CTEP Materials (cont.)

**Facilitator and Evaluator Handbook:** A guide for facilitators and evaluators / data collectors; it provides instructions and examples to assist in capturing information and feedback during the exercise for the After-Action Report (AAR) / Improvement Plan (IP).

- Describes the roles, responsibilities, and procedures for exercise facilitators and evaluators.
- Provides specific guidance and recommendations for facilitators / evaluators to follow during exercise preparation, conduct, and post-exercise activities.
- Distributed only to those individuals specifically designated as facilitators or evaluators as it contains information about the scenario and exercise administration.



# CTEP Materials (cont.)

## Templates

- **Invitation Letter** – Used by the planning team to draft the official invitations to exercise participants and includes formal language on intent / purpose, space for a description of the exercise, and relevant logistical information.
- **Exercise Brief Slide Deck** – A PowerPoint presentation that planners can fill in with finalized exercise details, which guides players through scenario modules and discussion questions.
- **Participant Feedback Form** – Used after the exercise to gather information from players (recommendations, key outcomes, feedback on exercise design and conduct) and includes a response questionnaire with space for general comments.



# CTEP Materials (cont.)

## Templates

- **AAR / IP** – Aids exercise planners and evaluators / data collectors in organizing and implementing the findings of the exercise and includes a structure for capturing strengths and areas for improvement. It also has space to align exercise objectives with core capabilities or relevant industry standards.



# Selecting a Situation Manual

- The **Situation Manual** (SitMan) provides the scenario, background information, and suggested discussion questions for exercise players.
- Work with organizational leadership and key stakeholders to identify your planning concerns and coordination priorities.
- Identify the following elements:
  - Your organization's critical infrastructure sector / industry
  - Threats / hazards of interest
  - Planning elements to discuss (e.g., pre-incident information sharing, response operations coordination, recovery / business continuity)



# Selecting a Situation Manual (cont.)

CTEP includes over 100 finalized and draft SitMans addressing a variety of critical infrastructure sectors, threat vectors, and scenarios, including:

- Active Shooter
- Active Threat
- Complex Coordinated Attack
- Cyberattack
- Domestic Threat
- Edged Weapon
- Improvised Explosive Device (IED)
- Vehicle-Borne IED (VBIED)
- Vehicle Ramming
- Fire as a Weapon
- Unmanned Aerial Systems (UAS)
- Civil Unrest



# Discussion

- Which scenario would you or your organization be most interested in?



# Obtaining CTEP Materials

- All CTEP Materials and Situation Manuals are located on the CISA website at [cisa.gov/cisa-tabletop-exercises-packages](https://cisa.gov/cisa-tabletop-exercises-packages).
- If you would like to request a specific situation manual or supporting document, you can do so by emailing [CISA.Exercises@cisa.dhs.gov](mailto:CISA.Exercises@cisa.dhs.gov).
- ChemLock
  - ChemLock Exercises and Drills: [cisa.gov/chemlock-exercises](https://cisa.gov/chemlock-exercises)
  - Request assistance with exercises and drills via the ChemLock service request form.



# Engaging the Right Stakeholders

- Is this exercise for internal planning or broader external coordination?
- Which individuals / departments within your organization would be responsible for implementing emergency plans?
- What partner organizations (both private and public) would you rely on in a crisis?
- Who would you need to keep informed during a crisis?
- Recommendations: chemical security inspector, protective security advisor, local response and emergency management organizations, and business partners.



# Designing Your Exercise

- Limit your planning team to key stakeholders to maintain a small number of decision makers.
- The scenario should drive the discussion to accomplish the exercise objectives.
- For assistance engaging external stakeholders, reach out to your protective security advisor or local emergency manager.
- If you are a key decision-maker, find a facilitator from outside your organization or identify an impartial internal employee to facilitate so that you can participate.
- Scoping should also be based on both the number of participants and time allowed for completion of the exercise.



# Facilitation Guidance

- The most important outcome of an exercise is for participants to develop relationships that facilitate stronger community response.
- Identify key questions and discussion points that are most critical for the objectives as a starting point, and let the players fill in the rest.
- Let participants know the discussion questions are provided to help them plan their answers and are not intended to be a test.
- It is more important to generate discussion among players than to make sure every question in the situation manual is answered.



# Facilitation Guidance (cont.)

- A separate note taker should be used to capture the key points, outcomes, and high-level items that the discussion produces.



# Virtual Exercises

- Virtual exercises can be designed, developed, planned and conducted on a variety of platforms, including:
  - Microsoft Teams
  - HSIN – Adobe Connect
  - Any platform preference stakeholders have
- Stakeholders can also develop their own virtual exercises using the CTEP as a foundation.
- The Exercise Planner Handbook provides guidance for conducting virtual exercises.



# Discussion

- Have you or your organization requested and / or received exercise support from CISA Exercises?



# Sample Situation Manual

## Chemical Sector Complex Coordinated Attack Tabletop Exercise



# General Information

- The Chemical Sector Complex Coordinated Attack TTX Situation Manual focuses on actions taken during and after a complex coordinated attack at a chemical facility.
- This SitMan is designed for general use by critical infrastructure owners and operators or public sector partners.



# Exercise Objectives

- Review emergency preparedness plans and response procedures for a complex coordinated attack at a chemical sector facility.
- Discuss the coordination between private sector organizations and responding local, state, and federal agencies under the National Incident Management System (NIMS).
- Assess procedures for coordinating and sharing information within organizations, between organizations, and with the public.
- Review organizational interdependencies and recovery plans.



# Core Capabilities

- Economic Recovery
- Mass Care Services
- On-Scene Security, Protection, and Law Enforcement
- Operational Communications
- Operational Coordination
- Planning
- Public Health, Healthcare, and Emergency Medical Services (EMS)
- Public Information and Warning



# Module One

## Incident Response

- Your vehicle service provider reports a stolen vehicle to the police department. A case was opened to search for the missing vehicle, though neither the company nor law enforcement have a potential lead to follow.
- Your facility is busy as usual. Several deliveries are expected today, and some shipments have already arrived. In the early afternoon, a familiar truck pulls up to the loading dock. After the truck comes to a stop, there is a brief pause as the driver of the truck staggers out in tactical gear with a rifle in his hand.



# Module One (cont.)

- He begins firing at employees and forces his way onto the delivery platform as he continues to shoot at bystanders. As the assailant moves towards the door that permits entry to the inside of the building, responding officers begin to return fire. The shooter continues to take shots, but much more sporadically.
- Officers examine the outside of the facility in which the shooter is cornered and observe the shooter's crashed truck near the dock. There are multiple people apparently dead or injured in the truck's path when officers notice an object in the truck bed that looks like a large IED.



# Module One: Discussion

Discussion for the first module focuses on:

- Emergency response planning
- Initial notification and response to the attack

Sample Questions (see complete list in SitMan):

- What plans exist to prevent or deter an attack at your facility?
- Given the scenario, does your notification to responders include information about the chemicals at your facility?
- What resources are available that would help with response? What additional off-site capabilities are available to respond to your facility?



# Module Two

## Sustained Response

- After the assailant is neutralized and the IED is rendered safe, EMS personnel rush to triage the wounded. The attack left multiple people killed and wounded with several of those in critical condition.
- Fire and EMS have already called in their mutual aid partners from surrounding jurisdictions, and ambulances are beginning to arrive on the scene. Additionally, police officers securing the scene reported that several neighboring law enforcement agencies from across the state have offered their aid.



# Module Two (cont.)

- Media personnel are arriving at the scene and attempting to interview witnesses and first responders. The mayor arranges for a media briefing later that afternoon.
- Early in the evening, the governor calls to express his condolences and details what the state is doing to respond. Shortly thereafter, representatives of state and federal agencies begin to arrive on-scene.
- At the press conference, the mayor expresses his grief and outlines to reporters from across the Nation the steps the city is taking to manage the incident.



# Module Two: Discussion

Discussion in the second module focuses on:

- Response protocols
- Public information

Sample Questions (see complete list in SitMan):

- What command structure would be set up for the incident, and how would it evolve over the course of the afternoon and evening?
- What communication methods (e.g., alerts, emails, telecommunications, text messages, and special tools) does your facility and other private sector organizations use to share information?
- Does your facility or organization have a designated PIO?



# Module Three

## Short-Term Recovery

- The investigation is still ongoing several days later, but it's clear the assailant acted alone. Police continue to investigate the assailant's connection to the facility. Local media is asking how your facility will respond and what measures will be taken to ensure such an attack does not take place again.
- Internal reports show that there was significant loss of equipment, financial resources, and supplies in the attack. Local businesses based in the impacted area are asking officials when they can reopen and resume normal operations.



# Module Three (cont.)

- Families of those who lost their lives in the attack have contacted the mayor's office to ask for police escorts for the funeral processions. They also ask what sort of city memorial events are planned. National attention continues to be focused on the community, and the press is expected to try to cover the funerals and memorial services.



# Module Three: Discussion

Discussion in the third module focuses on:

- Economic recovery
- Business continuity

Sample Questions (see complete list in SitMan):

- Does your organization have a business continuity or rapid recovery plan?
- Given the scenario, what measures would be needed to support your organization's employees following this incident?
- What resources are available to assist your organization with recovery?



# Resources

- CISA CTEP website: [cisa.gov/cisa-tabletop-exercises-packages](https://cisa.gov/cisa-tabletop-exercises-packages)
- ChemLock Exercises and Drills: [cisa.gov/chemlock-exercises](https://cisa.gov/chemlock-exercises)



# Open Discussion

- What offerings would you be most interested in seeing?
- Any questions?
- Exercise Training Resources:
  - FEMA Independent Study Courses, including:
    - IS-120.c: An Introduction to Exercises
    - IS-139.a: Exercise Design and Development
  - Homeland Security Exercise and Evaluation Program





For more information:  
[cisa.gov](https://cisa.gov)

Questions?  
Email: [CISA.Exercises@cisa.dhs.gov](mailto:CISA.Exercises@cisa.dhs.gov)