State of Connecticut

Emergency Planning and Preparedness Initiative

2018

V 4.0
June 11, 2018

Participant Handbook
(Municipal Iteration)

2018 Emergency Planning and Preparedness Initiative (EPPI)

Participant Handbook

June 16 & 20 2018

This Participant Handbook provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise materials are intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the Participant Handbook.

Exercise Overview

Exercise Name	Emergency Planning and Preparedness Initiative (EPPI) 2018
Exercise Dates	16 &20 June 2018
Scope	This exercise is an Operations Based Exercise, planned for approximately six hours of play for municipalities. This exercise is primarily intended to simulate State-wide preparation, response, and recovery to a severe weather event where a coordinated, multi-disciplinary approach is necessary to address the scenario.
Mission Area(s)	Mitigation/Preparedness, Response, and Recovery
Core Capabilities	Operational Coordination, Planning, Public Information and Warning, Community Resilience, Risk and Disaster Resilience Assessment, Threats and Hazard Identification, 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, Economic Recovery, Health and Social Services, Housing, Natural and Cultural Resources
Objectives	**OBJECTIVE 1 – Preparedness and Initial Response** 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. Objective 1 will include those core capabilities supporting the mission area of preparedness. **OBJECTIVE 2 – Response** Municipalities will activate their local Emergency Operations Center (EOC) and convene Unified Command, to include appropriate partners, to coordinate and collaborate on an operational response to the community's needs, and to review emergency response plans. Objective 2 will include those core capabilities supporting the mission area of Response. **OBJECTIVE 3 – Recovery** The exercise will conclude with the recovery efforts from the storm and how they will impact the long term recovery in your communities. Objective 3 will include those core capabilities supporting the mission area of Recovery.
Threat or Hazard	Severe weather event preparedness, response, and recovery.
Scenario	The Scenario consists of a hurricane and other severe weather events that will impact the State of Connecticut. Long term power outages, trees and wires down, major flooding, road closures, 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	Multiple State Agencies, including federal, state and local stakeholders and partners.
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PREFACE

The 2018 Governor's Emergency Planning and Preparedness Initiative (EPPI) exercise will focus on a severe weather- related incident that brings together State agencies, Municipal Unified Command teams and supporting Task Forces. A special emphasis this year will be centered on long term recovery and cyber impacts.

The severe weather exercise is sponsored by the Department of Emergency Service and Public Protection, Division of Emergency Management and Homeland Security to bring numerous communities together in a collaborative environment. This Participant Handbook follows guidance set forth by the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP).

The Participant Handbook provides exercise participants with all the necessary tools for their roles in the exercise. It is tangible evidence of the State's commitment to ensure public safety through collaborative partnerships that will assist all stakeholders in responding to any emergency.

The severe weather incident is an unclassified exercise. Control of exercise information is based on public sensitivity regarding the nature of the exercise rather than actual exercise content.

All exercise participants should use appropriate guidelines to ensure proper control of information within their areas of expertise and protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties is at the discretion of DEMHS.

HANDLING INSTRUCTIONS

The title of this document is *2018 Emergency Planning and Preparedness Initiative Participant Handbook.*

Information gathered in this Participant Handbook is designated as For Official Use Only (FOUO) and should be handled as sensitive information that is not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives.

Reproduction of this document, in whole or in part, without prior written approval from CT DESPP/DEMHS is prohibited.

The attached materials will be disseminated strictly on a need-to-know basis.

For more information about the exercise, please consult one of the following points of contact (POC):

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INTRODUCTION

Background

At the direction of Governor Dannel P. Malloy, the Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security (DESPP/DEMHS) conducts an annual statewide exercise on emergency preparedness. Under Executive Order 34 by Governor Dannel P. Malloy, this exercise is run following the National Incident Management System (NIMS). The 2018 Emergency Planning and Preparedness Initiative (EPPI) Statewide Exercise will take place for municipalities on June 16 and June 20, 2018.

Purpose

The purpose of this exercise is to provide participants with an opportunity to assess their preparedness, response and recovery protocols, plans, and capabilities to a severe weather event.

Scope

Participate in facilitated discussions and address the challenges presented by the scenario. Each participating organization should identify who should be present to support facilitated discussion, taking into consideration functional needs and each participant's unique and diverse organizational needs. Participants should discuss the approach they would take based on scenario injects and how they would implement plans and procedures currently in place. Discussions will focus on emergency planning, critical decision-making, and the integration of resources necessary to prepare for, respond to and recover from the event.

In addition, players will focus on interdisciplinary and interagency coordination both at the local, state, and regional levels. Processes and decision making are more important than minute details. Player feedback will be used to update relevant emergency and incident management plans and procedures.

Core Capabilities

The National Preparedness Goal of September 2015 has steered the focus of homeland security toward a capabilities-based planning approach. Capabilities-based planning focuses on planning under uncertain conditions, because the next disaster can never be forecast with complete accuracy. Therefore, capabilities-based planning takes an all-hazards approach to planning and preparation that builds capabilities that can be applied to a wide variety of incidents. States, urban areas, and municipalities can use capabilities-based planning to identify a baseline assessment of their homeland security efforts by comparing their current capabilities against the Core Capabilities. This approach identifies gaps in current capabilities.

The Core Capabilities are essential for the execution of each of the five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. These capabilities provide the foundation for development of the exercise design objectives and scenario. The purpose of this exercise is to measure and validate performance of these Core Capabilities. The selected Core Capabilities are: Planning, Operational Coordination, On-scene Security & Protection, Health and Social Services and Economic Recovery.

Common to All Mission Areas:

Planning - Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

Public Information and Warning - Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Operational Coordination - Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Mitigation Mission Area

Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Community Resilience - Enable the recognition, understanding, and communication of, and planning for, risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Risk and Disaster Resilience Assessment - Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their risks and increase their resilience.

Threats and Hazards Identification -Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community.

Response Mission Area

Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Critical Transportation - Provide transportation (including infrastructure access and accessible transportation services for those with critical transportation needs) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Environmental Response/Health and Safety - Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

Fatality Management Services - Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, and Federal authorities and nongovernmental organizations to provide mortuary processes, temporary storage or permanent

internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Infrastructure Systems - Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Mass Care Services - Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

Mass Search and Rescue Operations - Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

On-scene Security, Protection, and Law Enforcement - Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

Operational Communications - Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Public Health, Healthcare, and Emergency Medical Services - Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations.

Situational Assessment - Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Recovery Mission Area

Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

Economic Recovery - Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

Health and Social Services - Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Housing - Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Infrastructure Systems - Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Natural and Cultural Resources - Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Exercise Design Objectives

Exercise design objectives focus on improving the understanding of a response concept, identifying opportunities or problems, and achieving enhanced preparedness, response and recovery capabilities. This exercise will focus on the following design objectives through the presented scenario:

1. Discuss the ability to conduct a systematic planning process which engages the whole community.
2. Discuss the capability to deliver coordinated, prompt, reliable and actionable information to the whole community.
3. Discuss the capability to establish and maintain a unified and coordinated operational structure and process integrating all critical stakeholders.
4. Discuss the ability to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore vital systems and services.
5. Discuss the capability to provide life-sustaining services to the affected population.
6. Discuss the capability to provide decision-makers with decision-relevant information regarding the nature and extent of hazards.
7. Discuss the capability to return economic and business activities to a healthy state.
8. Discuss the capability to restore and improve health and social services networks.

Participants

- **Players.** Players respond to the situation presented, based on expert knowledge of response procedures, current plans and procedures, and insights derived from training.
- **Controllers.** Controllers deliver injects situation updates and control overall exercise control. They also provide additional information or resolve questions or conflict as required.
- **Observers.** Observers may support the group in developing responses to the situation during the discussion.

Exercise Structure

This exercise will be a multimedia, locally facilitated exercise consisting of:

- Three modules consisting of bundled questions and injects.
- A municipal conference call.
- Locally conducted “Hot Wash” conducted at the conclusion of the exercise.

Each module begins with a current scenario update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in group discussion of appropriate preparedness, response and recovery issues. After an hour of discussion exercise injects will be sent to all participants that support the scenario and further discussion.

After each participating municipality has completed a module and any supporting injects they should upload completion status and any questions into their WebEOC Activity log.

The 2018 EPPI will run for approximately six (6) hours. The exercise schedule is as defined in the table below:

08:00	**Exercise Start:**
08:00	Module 1 – Preparedness
10:00	Module 2 – Response
11:00	Municipal Conference Call (subject to change)
12:00	Module 3 – Recovery
14:00	**Exercise End (ENDEX)**

Exercise Guidelines

- This 2018 EPPI is designed to engage participants in a no-fault, hazard-specific environment. Varying viewpoints are expected and differences of opinion may occur.
- Respond on the basis of your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training and experience.
- 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.
- Issue identification is not as valuable as suggestions and recommended actions that could improve preparedness, response and recovery efforts. Problem-solving efforts should be the focus.

Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted. During this exercise, the following apply:

- The scenario is plausible, and events occur as they are presented.
- There is no hidden agenda, and there are no trick questions.
- All players receive information at the same time.

MODULE 1: PREPAREDNESS

Exercise Scenario Dates: June 11-19, 2018
Exercise Play Timeline: 0800-1000
Location: Connecticut

Scenario: 5:00 am ET Monday, June 11, 2018

In the early hours of Monday, June 11, 2018, the storm passes 160 miles north of the Dominican Republic on a trajectory that appears angled towards the southern tip of Florida. Forecast models show an increasing number of storm tracks turning northward at the Bahamas and missing the Florida coast altogether. It is still unclear whether the storm would make landfall farther north or whether it would turn back out to sea. Given Hurricane Cora's increasing strength, NHC's five-day forecast now incorporates the Carolinas with potential effects along the Mid-Atlantic Region as well.

As NHC tracks the movement of the Hurricane, unseasonably warm Gulf Stream currents collide with a mass of cold air sinking southward from Canada. As a result, a low-pressure system rapidly develops off the coast of North Carolina (35.1°N, 74.8°W).

Scenario: 5:00 am ET Thursday, June 14, 2018

The hurricane, moving along a NNW track, is currently north of the Samana Cay in the Bahamas (23.3°N, 73.6°W). As sustained winds of 140 mph have been observed within a 40-mile radius of the storm's eye wall, Hurricane Cora remains a Category 4 hurricane. In anticipation of landfall along the Florida or Georgia coasts, FEMA activates the Region IV Regional Response Coordination Center (RRCC) to Level II (partial activation) and continues to monitor the storm to determine potential mission assignments and resource deployments.

Further north in the Atlantic Ocean, as the low-pressure system approaches the Del-Mar-Va Peninsula (36.8°N, 74.7°W), the storm significantly intensifies and develops into a nor'easter. The storm begins to deposit rainfall at a rate of 0.25-0.50 inch per hour in the District of Columbia and coastal regions of North Carolina, Virginia, Maryland, and Delaware, as well as southeastern Pennsylvania. Northeasterly wind gusts, ranging from 30 mph to 50 mph, progress onshore. As high tide approaches, the persistent storm winds and heavy rainfall significantly increase water levels, resulting in a 1.5-2.0-foot storm surge throughout the Chesapeake Bay region. Minor to moderate flooding begins in the Hampton Roads region as well as other areas within the Chesapeake Bay watershed, including the James River, York River, Rappahannock River, Potomac River, and other adjacent tributaries.

At 7:00 AM ET, the United States Coast Guard (USCG) Captain of the Port of Hampton Roads closes the port to deep sea and local traffic due to the dangerous waves and high winds from the nor'easter. USCG Captain of the Port of Baltimore also closes the Port of Baltimore to all incoming and departing ships. Neither port will reopen until conditions are determined to be safe.

Scenario: 11:00 am ET Saturday, June 16, 2018

As the hurricane approaches west of St. Augustine, Florida (29.8°N, 79.6°W), the storm changes direction and begins tracking in a NNE direction. In cooler waters, the storm marginally loses strength and is downgraded to a Category 4 hurricane with sustained winds of 155 mph and a central pressure of 930 mb.

Tropical storm-force winds are now impacting coastal communities from Titusville, Florida to Brunswick, Georgia. Florida Power and Light are reporting that sporadic power outages are affecting approximately half a million customers along the I-95 corridor.

NWS issues a hurricane warning for the North Carolina and Virginia counties that had previously been under a hurricane watch.

Scenario: 10:00 am ET Sunday, June 17, 2018

As the hurricane moves parallel to the North Carolina coast (33.0°N, 76.0°W), the storm changes direction and begins tracking in a Northerly direction. The hurricane currently has maximum sustained winds of 145 mph and a central pressure of 935 mb.

Tropical storm-force winds are now impacting coastal communities from the NC / SC border up to Norfolk, VA. The local power utilities across the Carolina's are reporting that fairly widespread power outages are affecting approximately half a million customers along the I-95 corridor.

NWS issues a hurricane warning for the mid-Atlantic Coast and Chesapeake Bay that had previously been under a hurricane watch. Hurricane watches have been issued for the NJ coast and Long Island.

The Governor of Connecticut requests a pre-landfall emergency declaration from the President.

Scenario: 10:00 am ET Monday, June 18, 2018

The Governor announces that a federal pre-landfall declaration has been granted by the President.

Key Issues

- Dissemination of situational awareness information and pre-storm planning.
- Continuity of operations plans and procedures.
- Status of mutual aid plans, memorandums of agreement and memorandums of understanding.
- Available resources
- Evacuation

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

Community Resilience

1. What has your community done to raise awareness of hazards such as heavy rain, flooding and high wind storms?

Situational Assessment

2. Who monitors the developing weather situation and provides status updates?
3. Are there any dams in the area that could impact your community if they suffered a catastrophic failure? If so what would be the impact to your community, are plans in place for response?

Operational Coordination

4. Are there any other local plans that would be activated at this time?
5. How and when would you convene your Unified Command and who does it consist of?
6. Based on your LEOP, which department is designated as the lead in a tropical storm event?
7. When would your municipality consider activating its Emergency Operation Center (EOC)? How is the EOC organized? Based on Emergency Support Functions (ESFs), Incident Command System (ICS), or a hybrid?
8. What issues do you see as a priority for your municipality? If you have or will complete an Incident Action Plan upload it into WebEOC.
9. What private sector and community partners are you working with?

Public and Private Services and Resources

10. What type of resources would be needed beyond those available through other public departments?
11. Knowing the resource limitations caused by earlier rain and wind storms to the west, what expectations do you have regarding mutual aid from other jurisdictions?
12. Are the community's resources sufficient to respond to the disaster?

Infrastructure Systems

13. Identify your communities' critical communications and energy infrastructure, their owners and level of readiness in the event of a catastrophic event.

Public Information and Warning

14. What types of public messaging would be disseminated at this time? How do you use Social Media?

MODULE 2: RESPONSE

Exercise Scenario Date: Wednesday June 20, 2018
Exercise Play Timeline: 1000-1200
Location: Connecticut

Scenario: 10:00 am ET Wednesday, June 20, 2018

Tropical Storm Cora moves through Pennsylvania and southeastern New York and into Danbury CT, and Western Connecticut. By 11:00 AM ET, the center of the storm is moving slowly across western CT with 5" – 7" of rain having fallen. Other municipalities immediately north and east of Danbury also receive very heavy rain during this time. By 4:00 PM ET, the center of the storm passes by Waterbury and pivots towards a more easterly trajectory. The tropical storm affects some power grids, sporadically damaging towns' power infrastructure.

Impact to Connecticut

A combination of high winds and flooding including significant storm tides, preceding the arrival of Cora and intensified by the northward moving Nor'easter coming up the coast, has made commuting into Connecticut nearly impossible. Both rail and air travel are impacted due to the closings of transportation hubs along the entire east coast.

The track of the storm combined with several tornadoes and landslides causes' serious disruption to gas pipeline pumping stations and control facilities. Severely reduced fuel availability disrupts multiple industries, but in addition causes power generation problems throughout New England. Estimated restoration time 2 weeks.

A storm generated line of thunderstorms generates micro-bursts/tornados across western and central Connecticut downing a series of transmission towers and lines on the 345k-450k transmission lines.

Near simultaneous loss of transmission lines brings down most Eversource power in western and central Connecticut, parts of Southern Ma and Southern VT and creates a blackout within ISO New England. Since major construction is necessary to restore the transmission lines, estimate is extensive outage for 3-4 weeks but longer term requirement for brownouts in those areas with restored power.

The quick loss of power trips all western Connecticut (ISO WMA) generation plants off line. Loss of power will result in the need for a "black start." [1]

A lightning strike generated by the same storm front destroys transformers at Newtown, Torrington and Hartford CT substations – with a predicted minimum of a three week replacement (the transformers are available in the U.S. but in Texas and have to be shipped by rail).

Tropical Storm Cora – at near hurricane force - causes extensive (but "routine") damage to the distribution system throughout the area. Restoration time would normally be about 1-2 weeks, but is impacted by all other outages.

[1] A **black start** is the process of restoring an electric power station or a part of an electric grid to operation without relying on the external electric power transmission network

Federal Forward Staging Area (FSA)

Rail and road access across the I-84 and northern portions of I-91 corridor has been significantly compromised by the impacts of the storm, particularly with flooded roads and bridges. The State of New York is controlling the overall flow of vehicles across the Hudson south of Albany. Any disaster resources coming from the west are severely delayed by transportation system damage.

While the Federal Forward Staging Area (FSA) at Westover has been established, the combined impact of the power outages, winds, and rain have resulted in a failure of emergency power at Westover without an immediate restoration time. Little or no emergency power is available for the FSA and the Base Commander desires to close the facility temporarily for restoration and security. The Base Commander has requested via the Defense Coordinating Element (DCE) that federal FSA equipment and staged resources be relocated off base as soon as practical.

Key Issues

- Extensive damage to public and private property;
- Impassable roads hindering response efforts;
- Lack of available essential supplies;
- Health and safety issues from lack of heat and carbon monoxide poisoning;
- Thousands of displaced residents require assistance, reunification with families, and sheltering;
- Interagency coordination for asset requests and management; and
- Food, water, and sheltering needs for responders, mutual aid workers and shelter staff.

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

Operational Coordination

1. What are the expected incident priorities over the next 12 or 24 hours?
2. What private sector partners and community partners are you coordinating with at this point?

Infrastructure Systems

3. You have lost power to your Emergency Operations Center (EOC) and your back-up generator has failed requiring you move to an alternate EOC. When, how, and who will you notify of this move? Post your new location in the detailed section of the infrastructure status board in WebEOC.

Public and Private Services and Resources

4. How are you prioritizing scarce resources (e.g., generators, fuel, high clearance vehicles, emergency vehicles, etc.)?

Critical Transportation

5. How would you continue providing everyday emergency services with the near total loss of utilities and dangerous road conditions?

Situational Assessment

6. What are potential consequences as the incident is prolonged?

Public Information and Warning

7. What messages are you disseminating to the public at this time and what methods are being used?

Public Information and Warning

8. What are your "triggers" for opening shelters, charging centers, and distribution of commodities? Post any openings of shelters and charging centers in WebEOC, validate current shelter information at the same time. Post POD locations in the comments section in infrastructure status board in WebEOC.

MODULE 3: RECOVERY

Exercise Scenario Dates: Thursday June 21st to Wednesday July 4, 2018
Exercise Play Timeline: 1200-1400
Location: Connecticut

5:00 PM ET Thursday June 21, 2018

By 5:00 PM ET, Tropical Storm Cora has passed well out to sea and the rainfall has tapered off across the state. The storm has dropped 15.0-20.0 inches of rain across most of Connecticut, with heavy flooding across the Connecticut River valley, Farmington, Housatonic and Quinebaug Rivers and almost all other small streams and rivers.

High winds have resulted in large amounts of vegetative debris and result in significant power outages within 100 NM of the storm track, encompassing all of Connecticut.

Significant coastal flooding has occurred in Long Island Sound, impacting the Connecticut shoreline.

At 11:00 PM ET, the Tropical Storm continues its eastward trajectory into the Atlantic Ocean. NHC forecasts a complete dissipation within the next 48 hours.

1:00 pm ET Friday June 22, 2018

After initial damage assessments the Governor requests and receives a Major Disaster Declaration for Connecticut.

The Tropical Storm has cleared the coast of Maine just north of York. Strong winds and tides continue up and down the coast.

Connecticut Power Outages

ISO New England provides a warning that loss of the Tennessee and Algonguin pipelines due to landslides is already creating supply problems for multiple Generation Plants throughout central and southern New England. While shortage of supplies is the driving cause, allocation of limited supplies across multiple sectors appears to be the primary issue.

ISO also notes that coal and oil driven Generation Plants are being activated throughout New England to help ameliorate the impact of the shortage of natural gas – at the price of markedly increased pollution. The full impact of these offsetting power sources on the needs of the grid are still being calculated.

Expected Consequences of a Long Term Power Outage

All Core Capabilities and national Infrastructure Protection Plan (NIPP) Sectors will be impacted with impacts cascading overtime, primarily beginning at the 2+ week mark of the outage.

Several "Lifeline" Sectors[2] are critically linked: restoration of one sector has implications for and depends on restoration of the others. Without addressing these lifeline sectors, it will be difficult if not impossible

[2] The Department of Homeland Security uses lifeline sectors as a term used to refer to geographically distributed sectors—such as the energy, water, waste-water, and communications sectors—that provide essential support systems for the well-being and security of the communities they serve.

to address traditional FEMA Stafford Act responsibilities and Core Capabilities. The Lifeline Sectors include:

- Power (Most restoration will be done by the industry)
- Fuel – In this case, the allocation of natural gas, but also transportation fuel. But all fuel system require electrical service. Shut down of residential service may require long restoration to ensure safety.
- Transportation – Power is needed for signals, Air Traffic Control, railway switching and NEC operation.
- Water and Wastewater – Power needs for pumps of all types, treating water, etc.
- Economic Recovery – Loss of power prevents use of ATMs and most credit and pay systems. Responding organizations will not have a supporting cash flow to support operations and other organizations who cannot operate may fail.

While all Core Capabilities will be impacted, the highest priorities after the "Lifeline" Sectors and which must be addressed even while Lifeline Sectors are being addressed are:

- Mass Care
- Public Health, Healthcare, and Emergency Medical Services

Key factors for a long term power outage include:

- Most emergency generators, since they are rarely used continuously, will start failing after one week with an order of magnitude increase in the failure rate after two weeks.
- Fuel for emergency generators varies considerably, but for many critical facilities like hospitals and Cell towers may be only a week or less. Resupply will be difficult.
- Despite the loss of cell towers and landlines due to the storm, a large portion on the impacted population will be able to monitor communications / internet sites for 24 to 72 hours. After that, without the ability to charge equipment, electronic communications capabilities will be very spotty.

Key Issues

- Remaining power outage issues – not all customers back on line yet;
- Rebuilding and repair of homes, infrastructure, schools, and businesses;
- Clearing of roads and debris removal efforts challenged;
- Donation and volunteer management;
- Economic impact including loss of tourism, housing, commerce, and infrastructure; and
- Planning long-term mitigation projects to improve resilience.

Questions

Based on the information provided, participate in the discussion concerning the issues raised in Module 3. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

Public and Private Services and Resources

1. What department in your jurisdiction is responsible for donations management?
2. Has your jurisdiction developed and integrated donations-related messages into your public information campaign?

Infrastructure Systems

3. Discuss how you would manage rebuilding infrastructure systems such as providing adequate interim and long-term housing for survivors.
4. What are the impacts to businesses in the community and how does that affect the general population (e.g., jobs, access to goods and services)?

Economic Recovery

5. What is the long-term economic impact of this storm? How can that impact be lessened? Does your town have a long term recovery plan?

Operational Coordination

6. How does your long-term recovery plan change when there is not a Federal Disaster Declaration?
7. How is the private sector and faith based organizations incorporated into your recovery plan?
8. How does the way you manage the media impact the success of your recovery efforts?
9. How will you organize the long term recovery process of rebuilding the community?

Community Resilience

10. What long-term mitigation projects would benefit the resilience of the community? The Connecticut Department of Emergency Services and Public Protection/Division of Emergency Management and Homeland Security (DEMHS) is in the process of updating the State of Connecticut Natural Hazard Mitigation Plan. Please share your ideas for the updated plan using the following survey: https://www.surveymonkey.com/r/CT-HMP-Update

APPENDIX A: 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

ACRONYM	TERM
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
NEC	Northeast Corridor
NGO	Nongovernmental Organization
NIC	National Integration Center
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
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

ACRONYM	TERM
RRCC	Regional Response Coordination Center
RSP	Render-Safe Procedures
SimCell	Simulation Cell
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 Cvideo Teleconference
WMD	Weapons Of Mass Destruction

APPENDIX B: NOT USED

Not Used

APPENDIX C: PARTICIPANT FEEDBACK FORM

Please enter your responses in the form field or check box after the appropriate selection.

Name: _____ **Title:** _____

Agency: _____

Role: Player ☐ Facilitator ☐ Observer ☐ Evaluator ☐

Part I: Recommendations and Corrective Actions

1. Based on the discussions today and the tasks identified, list the top three strengths and/or areas that need improvement.

   a. _____

   b. _____

   c. _____

2. Identify the action steps that should be taken to address the issues identified above. For each action step, indicate if it is a high, medium, or low priority.

Corrective Action	Priority

3. Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?

Corrective Action	Recommended Assignment

4. List the policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.

Item for Review	Priority

Part II: Assessment of Exercise Design and Conduct

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with 1 indicating strong disagreement with the statement and 5 indicating strong agreement.

Assessment Factor	Strongly Disagree				Strongly Agree
The exercise was well structured and organized.	1	2	3	4	5
The exercise scenario was plausible and realistic.	1	2	3	4	5
The multimedia presentation helped the participants understand and become engaged in the scenario.	1	2	3	4	5
The facilitator(s) was knowledgeable about the material, kept the exercise on target, and was sensitive to group dynamics.	1	2	3	4	5
The Participant Handbook used during the exercise was a valuable tool throughout the exercise.	1	2	3	4	5
Participation in the exercise was appropriate for someone in my position.	1	2	3	4	5
The participants included the right people in terms of level and mix of disciplines.	1	2	3	4	5

Part III: Participant Feedback

What changes would you make to this exercise? Please provide any recommendations on how this exercise or future exercises could be improved or enhanced.