[Insert Photo of Your Facility]

Pandemic Supply Chain Disruption Tabletop Exercise

Situation Manual

[Insert Date]

\*[Insert Caveat]\*

This Situation Manual (SitMan) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is 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 SitMan.

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# Exercise Agenda

| Start Time | End Time | Activity |
| --- | --- | --- |
| 7:45 a.m. | 8:30 a.m. | Registration |
| 8:30 a.m. | 8:45 a.m. | Welcome and Participate Briefing |
| 8:45 a.m. | 9:45 a.m. | Module One: Information Sharing |
| 9:45 a.m. | 9:55 a.m. | Break |
| 9:55 a.m. | 10:55 a.m. | Module Two: Peak Response |
| 10:55 a.m. | 11:05 a.m. | Break |
| 11:05 a.m. | 12:05 p.m. | Module Three: Transition to Recovery |
| 12:05 p.m. | 12:30 p.m. | Hot Wash |
|  |  | Hot Wash / Closing Remarks |

*\*All times are approximate*

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# Exercise Overview

|  |  |
| --- | --- |
| **Exercise Name** | Pandemic Supply Chain Disruption Tabletop Exercise (TTX) |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a TTX planned for [insert exercise duration], at [insert exercise location]. Exercise play is limited to [insert exercise parameters].  This exercise was developed using materials created by the Cybersecurity and Infrastructure Security Agency (CISA) for a CISA Tabletop Exercise Package (CTEP). |
| **Mission Area(s)** | Prevention, Protection, Mitigation, Response, and Recovery [select Mission Areas] |
| **Capabilities** | Planning; Intelligence and Information Sharing; Risk Management for Protection Programs and Activities; Supply Chain Integrity and Security |
| **Objectives** | 1. Evaluate how effective current plans, procedures, and agreements are in mitigating and responding to impacts from a catastrophic event to the relevant supply chain. 2. Identify threats, hazards, vulnerabilities, and consequences for the supply chain. 3. Identify critical functions, actions, and timeframes to maintain supply chain continuity during a catastrophic incident. 4. Discuss and validate multidirectional communication processes in accordance with existing supply chain continuity plans and procedures. 5. [Insert additional exercise objectives as necessary] |
| **Threat or Hazard** | Supply Chain Disruption (Infectious Disease) |
| **Scenario** | This is an interactive, discussion-based exercise on a supply chain disruption resulting from a pandemic virus. The scenario consists of three modules: Information Sharing, Peak Response, and Transition to Recovery. |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable] |
| **Participating Organizations** | [Insert a brief summary of the total number of participants and participation level (i.e., federal, state, local, tribal, non-governmental organizations (NGOs), private sector, and / or international agencies). Consider including the full list of participating agencies in Appendix A. Delete Appendix A if not required]. |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary exercise POC (e.g., exercise director or exercise sponsor).] |

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# General Information

## Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team (EPT).

| **Exercise Objectives** | **Capability** |
| --- | --- |
| Evaluate how effective current plans, procedures, and agreements are in mitigating and responding to impacts from a catastrophic event to the relevant supply chain | * Planning * Intelligence and Information Sharing * Risk Management for Protection Programs and Activities * Supply Chain Integrity and Security |
| Identify threats, hazards, vulnerabilities, and consequences for the supply chain | * Planning * Intelligence and Information Sharing * Risk Management for Protection Programs and Activities * Supply Chain Integrity and Security |
| Identify critical functions, actions, and timeframes to maintain supply chain continuity during a catastrophic incident. | * Planning * Intelligence and Information Sharing * Risk Management for Protection Programs and Activities * Supply Chain Integrity and Security |
| Discuss and validate multidirectional communication processes in accordance with existing supply chain continuity plans and procedures. | * Planning * Intelligence and Information Sharing * Risk Management for Protection Programs and Activities * Supply Chain Integrity and Security |
| [Insert additional objectives as necessary] | * [Insert additional capabilities as necessary] |

Table 1. Exercise Objectives and Associated Capabilities

## Participant Roles and Responsibilities

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

**Players:** 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.

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

**Facilitator:** Provides situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key EPT members also may assist with facilitation as subject matter experts (SMEs) during the exercise.

**Evaluators:** Observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

## Exercise Structure

This TTX is comprised of three modules consisting of identification of a respiratory illness, peak transmissions resulting in epidemic and pandemic declarations, and transition to recovery as new cases decline. Players will participate in the following module elements:

Module 1: Information Sharing

Module 2: Peak Response

Module 3: Transition to Recovery

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in discussions of appropriate [insert mission area] issues.

## Exercise Guidelines

This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.

Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.

Decisions are not precedent setting and may not reflect your jurisdiction’s/ 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 [insert mission area] efforts. Problem-solving efforts should be the focus.

The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

**Exercise Assumptions and Artificialities**

In an 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 affect their participation.

* The scenario for this exercise is fictitious and does not represent any actual intelligence.
* The scenario is plausible, and events occur as they are presented.
* There are neither “hidden agendas” nor any “trick questions.”
* All players receive information at the same time.
* Assume cooperation and support from other responders, agencies, and organizational entities.

## Exercise After-Action Reporting

CISA will not evaluate exercise players or agencies. Players will be asked to complete participant feedback forms, which, coupled with data collector observations and notes, will be used to assess the exercise and compile an AAR. CISA can provide an Improvement Plan (IP) template for use when requested to assist in future improvement planning efforts.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives and aligned core capabilities. Players will be asked to complete a participant feedback form. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and then compiled into the After-Action Report (AAR).

## Virtual Tabletop Exercise Guidance

In the event that the exercise would need to be executed virtually, the EPT should ensure that all participants have access and are able to use the same virtual platform system (e.g., Microsoft Teams, Adobe Connect, Cisco WebEx, LiveStream Studio, Homeland Security Information Network [HSIN]).

Invitations should include verbiage that directs participants to the virtual platform system link, as well as additional instructions on what role they are expected to play. The Situation Manual and Feedback Form should both be attached to the invitation.

Additionally, the “Participant Roles and Responsibilities” section above will need to be adjusted for the updated conduct format. Multiple facilitators, moderators, and data collectors should be identified to ensure that the exercise can progress if technological issues are encountered. The recommended additions and modifications to the roles and suggested quantity of each are as follows:

* **Players:** Players will be encouraged to utilize their camera feed while participating in the exercise as they normally would, but will be able to mute their microphones, as necessary.
* **Observers:** Observers will not engage their cameras but are encouraged to use the chat function to provide questions and comments after each module, in addition to their duties outlined above. Observers should be allowed access to the exercise 15 minutes prior to conduct.
* **Facilitator (2):** Facilitators will be given a presenter role, alongside duties outlined above. Their camera feed should be pinned to the discussion focus area and the facilitator should provide the initial role call for all players.
* **Moderators (2):** Moderators are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions, and muting observer participants. Ideally, one moderator will allow access to outside organizations prior to conduct and control the chat box, while the other signs in participants and controls audio. Neither moderators should engage their cameras during the exercise.
* **Data Collectors (2):** Data collectors observe and record the discussions during the exercise, participate in data analysis, and draft the AAR.
* **Evaluators (2):** Evaluators are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

Be aware that in hosting a virtual exercise, some limitations may need to be addressed, including connectivity issues, challenges with data collection, unfamiliarity with virtual platforms, and / or an inability to include external stakeholders. Most of these issues, however, can be addressed by examining capabilities and performing test runs with participants (not players or observers) prior to conduct.

# Module One: Information Sharing

## Scenario

## [Insert Location]

### [Insert Month, Day, Year]: [Time]

Health officials in [insert country in your supply chain] reported multiple occurrences of an unknown respiratory illness in the [insert region] of their country. While health officials are unsure of the source of this illness, they reported several deaths associated with it and are working to contain the outbreak. As of now, there are no known cases outside of the origin country.

### [Insert Date within Range (Notification + 1-3 Months)[[1]](#footnote-1)

The circumstances surrounding the respiratory illness have evolved rapidly in the week since [insert origin country] announced the outbreak. The virus began to spread outside the origin country, and the World Health Organization (WHO) declared a global health emergency because of increased infection and fatality rates confirmed by countries that had the virus introduced to their communities by known travelers from [insert origin country].

The primary focus at this time is to contain the pathogen, and WHO does not recommend any border closures at this time. Some countries are rumored to be independently closing their borders. Surveillance and screening measures were implemented at most international airports with flights arriving from regions reporting infected individuals, as scientists from the Centers for Disease Control and Prevention (CDC) aggressively work to develop testing kits, viable vaccinations, and treatments.

## Discussion Questions

1. What are the possible consequences to your organization from a supply chain disruption?
   1. Does your organization rely on just-in-time production?
   2. Does your organization have resources for holding a particular amount of supplies?
2. What plans and procedures does your organization have to effectively prepare for a potential disruption to your supply chain?
   1. Are these plans and procedures threshold sensitive?
   2. Has your organization designated a point of contact (POC) for supply chain continuity?
      1. If so, are there different POCs for domestic and international supply chains, or does this coordination take place through the same person?
   3. Has your organization conducted a business impact assessment to identify activities that support key products and services provided by your organization?
   4. Has your organization identified the transportation concerns that support these activities and key products and services?
   5. Do you know which companies are key suppliers for your organization?
      1. Have you checked to see if they have a continuity plan (COOP) or business continuity plan?
      2. If so, has your organization obtained a copy of the plan?
      3. Has it been addressed in your organization’s continuity plan?
      4. Have you probed adequacy of plans and procedures of key suppliers? If so, to what extent?
   6. Does your organization have a POC with each critical supplier supporting your key products and services?
   7. Have you communicated with your key suppliers so that you understand the actions that they would take to prepare for a pandemic and related heightened security period?
      1. Have you communicated with your key suppliers to understand how, or if, the supplier will meet your orders for key suppliers?
      2. Have you conducted vulnerability assessments for your suppliers and shippers in your supply chain against this type of hazard or threat?
      3. Have you collaborated with key vendors to identify risk mitigation measures that could decrease the vulnerability of your suppliers and shippers in your supply chain against this type of hazard or threat?
   8. Does your organization have alternative suppliers or shippers that support your key products and services?
   9. Who is responsible for deciding how goods and materials would be shipped and received once normal operations are disrupted?
3. How would your organization receive information from the government regarding this public health emergency?
   1. Does your organization or community interact regularly with local officials and agencies regarding multidirectional information sharing?
   2. Does your organization regularly monitor any sources from public health risk information, such as CDC.gov and WHO.int?
   3. Does your organization maintain access to local threat and hazard identification and risk assessment (THIRA) updates?
4. Does your organization have a process in place that would trigger your supply chain continuity plans? What information does your organization need to trigger and implement supply chain continuity plans?
5. In the event of a disruption to your supply chain, what resources does your organization have in place to ensure the security of existing inventories? Are there any gaps or limitations on employing these resources?
6. What processes do you have in place to ensure timely information sharing with your supply chain stakeholders?
7. To maintain the supply chain and flow of inventory, does your organization have reserve quantities of inventory available at alternate locations?
8. If your organization was schedule to transport supplies through the potentially affected area, is a process in place to identify alternative routes or delay shipment orders?
9. How will your organization compensate for any unavailability of critical staff related to maintaining the supply chain?
10. Does your organization have any obligations that will not be fulfilled because of a disruption to your supply chain? Does your organization have a process in place to communicate these issues to the proper authorities or customers?

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# Module Two: Peak Response

## Scenario

### [Insert Date within Range (Notification + 4-9 Months)[[2]](#footnote-2)]

After the first confirmed cases of the respiratory illness were reported, the virus has now become widespread, with more than sixty nations across six continents impacted directly. Other nations are registering confirmed cases rapidly now that more testing kits have been distributed. There are increasing reports of runs on grocery stores and growing concern about potential shortages of basic commodities including fuel and medicines. Heavy reliance on just-in-time inventory, particularly within the healthcare industry, raised many questions about cascading impacts to critical infrastructure of a prolonged emergency—especially if current containment efforts of localized outbreaks fail to slow the rate of infection throughout the world’s population.

While WHO has not yet declared a pandemic, public health officials are preparing for that eventuality, and businesses are starting to alter standard operating procedures—leaning heavily on telework capabilities, canceling events, and exploring alternatives to existing supply chains. The source nation’s containment efforts resulted in significant disruptions to manufacturing and extraction industries, including mining and fabrication. Source disruptions have had cascading impacts on the supply chain and significantly disrupted the exchange of commerce, as most manufacturing hubs have paused operations because of the impact on their workforce and possible / perceived contamination of goods.

### [Insert Month, Day, Year]: (Incident + 45 Days)

WHO officially declared a pandemic global health emergency based on the continued spread of cases of the respiratory illness. The decision was made based on the ability of the virus to spread without visible symptoms and the significant impact to at-risk populations, both of which have led to a failed containment strategy.

Markets have taken a significant hit as businesses struggle to maintain operations following significant impacts to the workforce. This is particularly true among healthcare and public health, emergency services, and service industries within the retail sector. Supply chain disruptions continue to worsen and public runs on stores have resulted in shortages of goods that will soon be exacerbated by a combination of depleted stores and reduced manufacturing capacity.

Rail freight and container ships are delayed in receiving their goods from trucks, as well as delayed in delivering their goods to the end-users because of labor depletion at ports and orders to hold ships at sea for personnel health screenings. Factories in the hardest hit areas that use just-in-time manufacturing experience delays in assembly lines soon after traveling and shipping restrictions are implemented.

Deliveries to retailers are severely disrupted. Many of the nation’s leading retailers, who rely on just-in-time delivery, are beginning to experience delays in replenishment of goods, including consumer basics such as bottled water, canned goods, and paper products. Even those facilities that provide the essentials of daily life (grocery stores, banks, and healthcare facilities) are experiencing impacts from travel and shipping restrictions as these facilities rely on just-in-time delivery to keep inventory levels as low as possible, which requires frequent deliveries to replenish basic goods.

## Discussion Questions

1. How would your organization receive information regarding disruptions to just-in-time manufacturing?
   1. Do you use local resources, such as local emergency management agencies or media?
   2. Does your organization have access to the Homeland Security Information Network Critical Infrastructure (HSIN-CI) portal?
   3. Is your organization familiar with information sharing documents that are posted on HSIN-CI, such as Joint Information Bulletins (JIBs) or the Department of Homeland Security (DHS) Office of Intelligence and Analysis (I&A) Notes?
2. What functions of your organization would be impacted if your organization was unbale to receive and ship goods and materials?
3. Does your organization have a process to communicate with employees who will be affected by the impact to your supply chain (warehouse employees, factory line works, etc.)?
4. What alternative transport methods are you incorporating into your supply chain flow plan if container ships from overseas suppliers or rail cars are disrupted?
5. Has your organization collaborated with supply chain stakeholders to develop contingency plans and processes to maintain the safety and security of all personnel, cargo, and equipment?
6. Who needs to be informed if normal operations are disrupted? What information needs to be provided? How is this information communicated?
7. How does your organization operate in the face of a disruption to your supply chain for an uncertain period of time?
8. How long can your organization withstand a complete or partial stoppage of incoming consumables (e.g., paper, ink, computers, masks, drugs) before depletion of on-hand inventories?
9. How are contracts with clients and suppliers prioritized for fulfillment during a disruption to the supply chain?
   1. How is this information relayed to the clients?
   2. Who is responsible for communicating about this type of information?

# Module Three: Transition to Recovery

## Scenario

### [Insert Date within Range (Notification + 12-18 Months)[[3]](#footnote-3)

It has been [insert number] days since the first reports of viral outbreak in [insert origin country]. While the population and businesses struggle to return to normalcy, new cases of respiratory infection have slowed to a rate that has convinced WHO to transition to the post-pandemic phase of operations. This transition has been aided by the development of effective treatments and progress toward a viable vaccine. Production has been restored at the points of origin and in most other areas impacted by the virus, and while it will still take some time to restore the order within the supply chain, delays are starting to see reduced timeframes. The full economic impacts of the global outbreak are as of yet unknown, but the effect on individual businesses has been substantial, with key sectors likely to take many months and possibly years to recover.

## Discussion Questions

1. How would your organization return to normal operations once source shortages have reversed?
   1. Do you anticipate that demand would return to pre-incident levels, lower, or potentially increase?
   2. If your organization has pre-existing contracts to fulfill, how will the firm fulfill them in a timely manner?
   3. Will your organization need to adjust to overcome the delays caused by the prolonged workforce and supply chain disruptions due to the pandemic?
   4. If you do need to surge, do you have a plan to accommodate the additional workload?
2. Would your organization use alternative transport modes to regain normal operations?
   1. Who is responsible for deciding how goods and materials would be shipped and received if normal operations were disrupted?
   2. Who would need to be informed that normal operations were disrupted? What information would be provided? How would this information be communicated?
3. How are contracts with clients and suppliers prioritized for fulfillment during or immediately following a disruption to the supply chain?
   1. How would this information be relayed to clients?
   2. Who would be responsible for relaying the information?
4. What functions of your organization would be impacted if your organization was unable to receive and ship goods and materials for an extended period of time?
5. Would your organization modify its supply chain continuity plans and procedures following such an incident?
   1. Would you work with your suppliers to ensure their plans are incorporated into yours and vice versa?
6. How does your organization measure the progress and effectiveness of its supply chain security activities?
7. [List suggested discussion questions. Questions should be developed by the EPT.]

# Appendix A: Exercise Participants

| **Participating Private Sector Organizations** |
| --- |
| [Insert private sector participants] |
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|  |

| **Participating Local Organizations** |
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| [Insert local participants] |
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| **Participating State Organizations** |
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| [Insert state participants] |
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| **Participating Federal Organizations** |
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| [Insert federal participants] |
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| **Other Participating Organizations** |
| --- |
| [Insert other participants] |
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# Appendix B: Relevant Plans

[Insert excerpts from relevant plans, policies, or procedures to be tested during the exercise.]

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# Appendix C: Acronyms

| Acronym | Term |
| --- | --- |
| **AAR** | After-Action Report |
| **CDC** | Centers for Disease Control and Prevention |
| **CI** | Critical Infrastructure |
| **CISA** | Cybersecurity and Infrastructure Security Agency |
| **COOP** | Continuity of Operations Plan |
| **CTEP** | CISA Tabletop Exercise Package |
| **DHS** | Department of Homeland Security |
| **EPT** | Exercise Planning Team |
| **HSIN** | Homeland Security Information Network |
| **IP** | Improvement Plan |
| **I&A** | Office of Intelligence and Analysis |
| **JIB** | Joint Intelligence Bulletin |
| **NGO** | Non-Governmental Organization |
| **POC** | Point of Contact |
| **SitMan** | Situation Manual |
| **SME** | Subject Matter Expert |
| **THIRA** | Threat and Hazard Identification and Risk Assessment |
| **TTX** | Tabletop Exercise |
| **WHO** | World Health Organization |

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1. Planner Note: The date range provided is approximate. Select the timeframe that makes the most sense for your organization and the specific scenario that you intend to address. [↑](#footnote-ref-1)
2. Planner Note: The date range provided is approximate. Select the timeframe that makes most sense for your organization and the specific scenario that you intend to address. [↑](#footnote-ref-2)
3. Planner Note: The date range provided is approximate. Select the timeframe that makes the most sense for your organization and the specific scenario that you intend to address. [↑](#footnote-ref-3)