

Supply Chain Hurricane 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 Participant Briefing |
| 8:45 a.m. | 9:45 a.m. | Module One: Pre-Incident |
| 9:45 a.m. | 9:55 a.m. | Break |
| 9:55 a.m. | 10:55 a.m. | Module Two: Incident |
| 10:55 a.m. | 11:05 a.m. | Break |
| 11:05 a.m. | 12:05 p.m. | Module Three: Post-Incident |
| 12:05 p.m. | 12:30 p.m. | Hot Wash |

*\*All times are approximate*

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# Exercise Overview

|  |  |
| --- | --- |
| **Exercise Name** | Supply Chain Hurricane 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 appropriate Mission Areas] |
| **Capabilities** | Planning, Intelligence and Information Sharing, Risk Management for Protection Programs and Activities, and Supply Chain Integrity and Security. |
| **Objectives** | 1. Evaluate how effective current plans, procedures, and agreements are in mitigating and responding to and recovering from 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 due to 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 (Hurricane) |
| **Scenario** | This is an interactive, discussion-based exercise focused on a supply chain disruption resulting from a hurricane. The scenario consists of three modules: Pre-Incident, Incident, and Post-Incident. |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable] |
| **Participating Organizations** | [Please see Appendix A.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary exercise Point of Contact (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 and recovering from 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 due to 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:** 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.
* **Observers:** 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:** The 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.
* **Moderators:** Moderators are responsible for admitting and signing in all participants to the virtual exercise, monitoring the chat area for questions and / or issues, and controlling participant audio.
* **Evaluators:** Evaluators are assigned to observe and document the discussion during the exercise, participate in data analysis, and assist with drafting the After-Action Report (AAR).

## Exercise Structure

This TTX will be a discussion-based, facilitated exercise. Players will participate in the following three modules:

* Module One: Pre-Incident
* Module Two: Incident
* Module Three: Post-Incident

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 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 evaluator notes, will be used to evaluate the exercise and then compiled into the AAR / Improvement Plan (IP).

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# Module One: Pre-Incident

## Scenario

## [Insert Location]

### [Insert Landfall Date minus 8 Days]

The National Hurricane Center (NHC) announces that Tropical Depression 18 has formed in the Western Atlantic and is heading on a northwest trajectory toward the coast of Cuba, near Guantanamo Bay. NHC predicts the depression may be turning and heading for the [insert region applicable to your supply chain, e.g., Gulf of Mexico, Eastern seaboard].

### 7 Days to Landfall, [Insert Month, Day, Year]: [Time]

Tropical Depression 18, which is now southeast of the Dominican Republic, was upgraded to Tropical Storm [insert storm name] with winds in excess of 40 miles per hour (mph) and gusts up to 50 mph. [Insert storm name] is moving northwest at approximately 8 mph.

### 6 Days to Landfall, [Insert Month, Day, Year]: [Time]

[Insert storm name] is strengthening and is forecasted to become a Category 1 hurricane. Sustained winds are in excess of 45 mph, with gusts up to 65 mph. The eye of the storm is approaching Cuba, and the storm is tracking westerly at 9 mph. NHC’s five-day tracking forecast cone encompasses two states in [insert region applicable to your supply chain, e.g., Gulf of Mexico, Eastern seaboard].

### 4 Days to Landfall, [Insert Month, Day, Year]: [Time]

[Insert storm name] increased in strength to a hurricane and is moving west at 10 mph. NHC models are predicting that it will continue to gain strength rapidly and projects the hurricane to continue towards the U.S. coastline. Residents and businesses of [insert region applicable to your supply chain, e.g., Gulf of Mexico, Easter seaboard] are preparing for hurricane conditions.

### 3 Days to Landfall, [Insert Month, Day, Year]: [Time]

Cities in the projected hurricane landfall area begin to evacuate. Traffic is expected to be heavy on all major surface roads leading out of the projected impact area. Surface trucking is also expected to experience significant delays, due to the congestion placed on the transportation network, as citizens and businesses prepare for the storm.

### 2 Days to Landfall, [Insert Month, Day, Year]: [Time]

The hurricane reaches Category 3 strength. The eye of the storm is located 300 miles offshore. Tropical storm force winds extend out 250 miles from the eye of the storm. Hurricane hunter aircraft measured sustained winds approaching the 115 mph mark. The hurricane is predicted to make landfall within the next 48 hours. Low lying areas are likely to be cut off by the rising waters long before the hurricane makes landfall, as the anticipated rainfall is over 10 inches. Early cloud bands begin to appear over land. A Hurricane Watch is in effect for [insert region applicable to your supply chain, e.g., Gulf of Mexico, Eastern seaboard].

### 1 Day to Landfall, [Insert Month, Day, Year]: [Time]

The storm continues towards the U.S. coastline. The eye of the hurricane is approximately 120 miles southeast of [insert region applicable to your supply chain, e.g., Gulf of Mexico, Eastern seaboard]. NHC predicts landfall of [insert storm name] within the next 16-24 hours with the anticipated rainfall increasing to 15 inches. [Insert storm name] is currently a Category 5 storm, but is expected to decrease in strength to a Category 4 upon making landfall. Forecasters are predicting winds from 135-145 mph and extensive physical damage to buildings, roadways, and storage facilities to occur within the next 16-24 hours.

Major airports across the region implemented preparedness measures to ground outbound passenger commercial flights to prevent damage to planes, passengers, or cargo. Airport operation and maintenance personnel begin to toe down aircraft. Maritime ports in the projected hurricane path cease operations. A predicted dangerous storm surge will raise water levels by as much as 9-13 feet above normal tide levels. The surge will be accompanied by large and dangerous waves near the coast. The U.S. Coast Guard (USCG) reports that all ports along the path of [insert storm name] are closed.

## Discussion Questions

1. What plans and procedures does your organization have to effectively prepare for a potential disruption to your supply chain?
   1. Has your organization designated a point of contact (POC) for supply chain continuity?
   2. Has your organization conducted an assessment to identify activities that support key products and services provided by your organization?
   3. Has your organization identified the transportation concerns that support these activities and key products and services?
   4. Do you know which companies are key suppliers for your organization?
      1. Have you checked to see if they have a plan to address supply chain disruption or obtained a copy of the plan?
      2. Have you probed the adequacy of plans and procedures of key supplier? If so, to what extent?
   5. Does your organization have a POC with each critical supplier supporting your key products and services?
   6. Have you communicated with your key suppliers so that you understand the actions that they would take to prepare for this severe weather event?
      1. Have you communicated with your key suppliers to understand how, or if, the supplier will meet your order for key supplies?
      2. If the supplier tries to ship supplies to your organization ahead of a previously scheduled shipping date to avoid the severe weather event, is your organization ready to receive the supplies? Does your organization have storage space, if needed?
      3. Have you conducted vulnerability assessments for your suppliers and shippers in your supply chain against this type of hazard or threat?
      4. Have you identified risk mitigation measures that could decrease the vulnerability of your suppliers and shippers in your supply chain against this type of hazard or threat?
   7. Does your organization have alternative suppliers or shippers that support your key products and services?
   8. Who is responsible for deciding how goods and materials would be shipped and received once normal operations are disrupted?
2. What is the critical path of your organization’s supply chain logistical system?
   1. What impact would roadway or rail traffic congestion, airport delays, power outages, and telecommunication disruption have on your supply chain?
   2. How do you obtain information concerning these potentially impacted pathways?
      1. Does your organization have access to the Homeland Security Information Network – Critical Infrastructure (HSIN-CI) portal?
      2. Is your organization familiar with information sharing documents that are posted on HSIN-CI, such as Joint Intelligence Bulletins (JIBs) or the Department of Homeland Security (DHS) Office of Intelligence and Analysis (I&A) Notes?
      3. Does your organization maintain a relationship with your CISA Protective Security Advisor (PSA)?
3. Does your organization have an established process that would trigger your supply chain continuity plans? What information does your organization need to trigger and implement supply chain continuity plans?
4. In the event of a severe weather disruption to your supply chain, what established resources does your organization have to ensure the security of existing inventory? Are there any gaps or limitations on employing these resources?
5. What established processes do you have to ensure timely information sharing with your supply chain stakeholders?
6. Does your organization have any established agreements with industry partners and nongovernmental organizations (NGOs) to respond to a predicted severe weather event?
   1. Does your organization have any established agreements with supply chain partners to respond to a predicted severe weather event?
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 scheduled to transport supplies through the potentially affected area, does your organization have an established process to delay shipment orders?
9. Do you have a process to communicate with your customers in the potential affected area about the actions you will be taking with respect to the severe weather event? Has your organization identified a primary POC for your key customers to communicate transportation issues?
10. How will your organization compensate for the potential unavailability of critical staff related to maintaining the supply chain?
11. Does your organization have any obligations that will not be fulfilled because of a disruption to your supply chain? Does your organization have an established process to communicate these issues to the proper authorities or customers?

# Module Two: Incident

## Scenario

**[Insert Location]**

### [Insert Month, Day, Year]: 9:00 a.m.

## Landfall

[Insert storm name] makes landfall.

### [Insert Month, Day, Year]: 12:00 p.m.

Open sources are reporting widespread loss of utilities services but have not yet assessed the magnitude of the interruption. High winds and flying debris damaged power lines, high-voltage pylons, and street-level utility poles.

First responders are reporting global positioning systems (GPS) are not operating efficiently due to extreme cloud cover and torrential rains. Cellular service is “touch and go” because the communications infrastructure has become overloaded or is damaged from high winds. Floodwater from heavy rains upstream combined with the storm surge is contributing to rising water across the region.

### 1 Day after Landfall, [Insert Month, Day, Year]: 9:00 a.m.

The following day, the USCG reports that operations at the port of [insert port applicable to your supply chain] remain at a standstill pending damage assessments. There has been virtually no reporting from the critical infrastructure owners and operators as they have limited access to the area or have limited communications with company personnel in the affected area. CISA PSAs in the affected areas begin to reach out to the private industry, in support of the CISA recovery mission.

## Discussion Questions

1. Does your organization have a process to communicate with employees who will be affected by the impact to your supply chain, including warehouse employees, factory line workers, etc.?
2. What alternative transport methods are you using in your supply chain flow plan as a result of this severe weather event?
   1. Who is responsible for deciding how goods and materials are shipped and received once normal operations are disrupted?
   2. How do you get information concerning the viability of alternate transportation methods?
3. Has your organization collaborated with supply chain stakeholders to develop contingency plans and processes to maintain safety and security of all personnel, cargo, and equipment during a severe weather event?
4. Who needs to be informed once normal operations are disrupted? What information needs to be provided? How is this information communicated?
5. How long can your organization withstand a complete or partial stoppage of incoming raw materials before depletion of on-hand inventories? What are your plans to prevent that from occurring?
6. At what point does your organization consider declaring a “Force Majeure[[1]](#footnote-1)” to release clients or suppliers from liabilities?
7. How would your organization respond to the temporary loss of communication with transportation personnel (drivers, operators) or logistical suppliers during the severe weather event? What affect would this have on your supply chain and business continuity?

# Module Three: Post-Incident

## Scenario

### [Insert Location]

### Date: [Insert Incident + 24 Hours]

### 2 Days after Landfall, [Insert Month, Day, Year], 12:00 p.m.

DHS Federal Emergency Management Agency (FEMA) announced that the President signed a Disaster Declaration for the areas impacted by [insert storm name]. The President’s action makes federal funding available to state and eligible local governments, and certain private nonprofit organizations, on a cost-sharing basis, for emergency work and the repair or replacement of facilities damaged by the hurricane. Furthermore, federal assistance can include low-cost loans to cover uninsured property losses and other programs to help individuals and business owners recover from the effects of the disaster.

Many private facilities are awaiting power restoration before they can fully conduct their own property damage assessments and plan to reopen for operations.

Roadways in the most heavily damaged areas are impassable to vehicle traffic because of storm debris.

Flooding from heavy rains continues throughout the [insert region applicable to your supply chain, e.g., Gulf of Mexico, Eastern seaboard] of the United States as the storm weakens.

After being grounded for the last two days for [insert storm name], airlines at major airports in the region prepare their planes and crews for departures. The [insert port applicable to your supply chain] resumed normal operations. There are approximately 100 general cargo ships, chemical tankers, petroleum carriers, gas carriers, roll-on / roll-off vessels, container ships, and cement carriers waiting to deliver goods to the port for distribution throughout the United States.

## Discussion Questions

1. How would your organization return to normal operations?
   1. Will your organization need to surge to overcome the delays caused by the severe weather event?
   2. 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 a disruption to the supply chain?
4. What functions of your organization would be impacted if your organization were 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?
6. How does your organization measure the progress and effectiveness of its supply chain security activities?

# 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** |
| --- |
| [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 |
| **CISA** | Cybersecurity and Infrastructure Security Agency |
| **CTEP** | CISA Tabletop Exercise Package |
| **DHS** | Department of Homeland Security |
| **EPT** | Exercise Planning Team |
| **FEMA** | Federal Emergency Management Agency |
| **GPS** | Global Positioning System |
| **HSIN-CI** | Homeland Security Information Network – Critical Infrastructure |
| **IP** | Improvement Plan |
| **I&A** | Office of Intelligence and Analysis |
| **JIB** | Joint Intelligence Bulletin |
| **MPH** | Miles Per Hour |
| **NGO** | Non-Governmental Organization |
| **NHC** | National Hurricane Center |
| **POC** | Point of Contact |
| **PSA** | Protective Security Advisor |
| **SitMan** | Situation Manual |
| **SME** | Subject Matter Expert |
| **TTX** | Tabletop Exercise |
| **USCG** | U.S. Coast Guard |



1. A “Force Majeure” clause excuses a party from liability if some unforeseen event beyond the control of that party prevents it from performing its obligations under the contract. [↑](#footnote-ref-1)