

# Resilient Pigeon:

Continuity, Devolution, and Reconstitution Table Top Exercise

February 16<sup>th</sup>, 2016



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# Welcome and Overview

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# Exercise Overview

- Exercise Scope

This exercise is a tabletop exercise, planned for 6 hours at the EOC. Exercise play is limited to senior leaders and Devolution partners.

- Mission Areas

- Continuity of Operations
- Recovery



# Objectives and Core Capabilities

- Validate the ability of Devolution partners to continue essential functions during an active shooter event within the minimal acceptable period for essential function disruption or within 12 hours, whichever time period is shorter.
  - Operational Coordination
  
- During this tabletop exercise, identify the steps necessary and any planning gaps encountered for the agency/office to reconstitute and recover after an active shooter event.
  - Planning



# Participant Roles and Responsibilities

- **Players:** Respond to the situation presented based on current plans, policies, and procedures.
- **Observers:** Support players in developing responses, but do not participate in moderated discussion.
- **Facilitators:** Provide situation updates and moderate discussions.
- **Evaluators:** Observe and document player discussions.



# Exercise Structure

- This exercise will be a facilitated table top discussion exercise. Players will participate in the following modules:
  - Module 1: The Trigger
  - Module 2: Reconstitution and Recovery
  
- Each module begins with an update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in group discussions of:
  - Continuity of Operations
  - Devolution
  - Reconstitution





# Exercise Guidelines

- This is an open, low-stress, no-fault environment. Varying viewpoints, even disagreements, are expected.
- Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may only use existing assets) and insights derived from your training.
- 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 continuity of operations, devolution and reconstitution efforts. Problem-solving efforts should be the focus.



# Assumptions and Artificialities

- The exercise is conducted in a no-fault learning environment where in capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- All players receive information at the same time.





# Exercise Schedule

Time	Activity
February 16, 2016	
0830	Registration
0900	Welcome and Opening Remarks
0930	Module 1: Briefing, Discussion, and Brief-Back
1100	Lunch
1200	Module 2: Briefing, Discussion, and Brief-Back
1330	Hot Wash
1400	Closing Comments

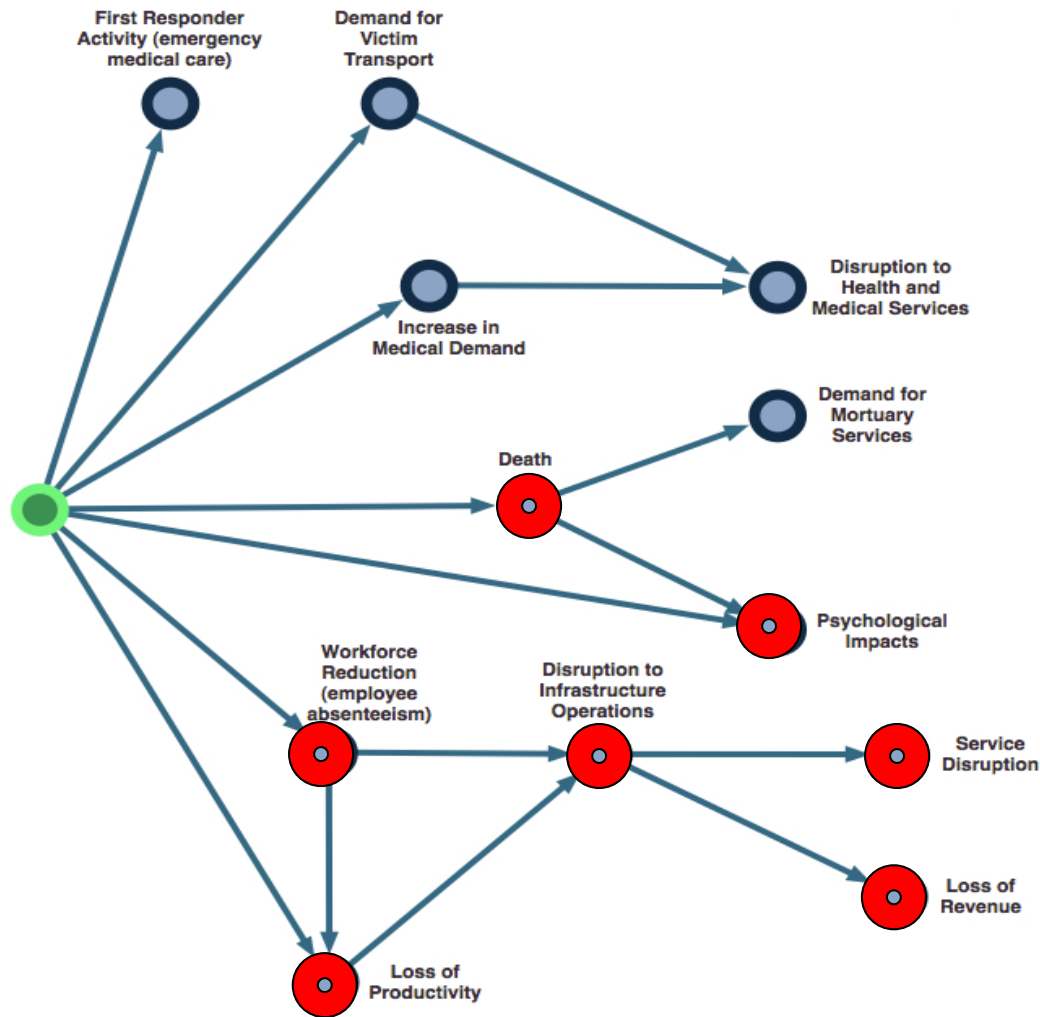



# Concepts to Consider

- On September 16<sup>th</sup>, 2013 an active shooter incident occurred at the Navy Yard in Washington DC
- “There was a feeling of powerlessness. I’m in command of 60,000 people, and I can do nothing. I am locked down with my phone.” – Vice Admiral William Hilarides, Naval Sea Systems Command



# Concepts to Consider



 = Continuity Areas of Interest



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# Module 1: The Trigger



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# Module 1: The Trigger

- February 16<sup>th</sup>, 2016: 10:00 AM
- An employee of your agency/office enters into your building and gets through security, stopping at the elevator bay, and pulls out a weapon. The security guards are shot immediately as are any people exiting the elevators at this time.
- Those that are in the lobby run outside to call 911.
- The shooter proceeds into the elevators and exits onto your agency/office's floor and proceeds to shoot anyone within sight.
- Many are injured and several are dead.



# Module 1: The Trigger



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# Module 1: The Trigger

- February 16<sup>th</sup>, 2016: 10:15 AM
- People are sheltering in place. First responders have arrived and the police are entering your building to subdue the shooter.
- Due to conflicting reports, the police are uncertain about the number of shooters in the building.
- The media has arrived and have begin to report on the incident nationally.



# Module 1: The Trigger



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# Module 1: The Trigger

- February 16<sup>th</sup>, 2016: 4:00 PM
- The chaos of the day is starting to subside. The police have apprehended the shooter and the shelter in place order is finally lifted.
- Personnel are allowed to go home, however, some do not have their belongings.
- The police have declared your building a crime scene and no one will be allowed back inside for at least 2 weeks.



# Module 1: Key Issues

- The continuation of your agency/office's essential functions.
- Devolving your agency/office's essential functions.
- Continuity of operations for your agency/office during the incident.



# Module 1: Discussion

- Discussion: 1 hour
- Brief-Back: 15 minutes



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# Concepts to Consider

- Real World Reconstitution

- It took 17 months after the Navy Yard shooting for personnel to reoccupy Building 197
- The Navy completed a \$6.4 million renovation of the building
- During the renovation, personnel were relocated to a former Coast Guard facility at Buzzard Point



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# Concepts to Consider

- Real World Reconstitution

- Many personnel refuse to go back to Building 197 and the Navy has accommodated their wishes by transferring them to other jobs in different buildings
- Personnel returned on a staggered weekly move-in schedule over the course of nine weeks



# Concepts to Consider

- Real World Reconstitution

- “The Navy has done a wonderful job of re-creating that space so that it won’t be haunted by the memories and by the unresolved emotions of people who were there that day. They have done a herculean effort at reclaiming and rededicating that space. There may be people so traumatized they don’t feel comfortable about being back in there. Some will have to figure out ways to expunge their fear. But the institution has done as much as they can to make the building a safe place.” – Commander Paul Anderson, Navy Chaplain



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# Module 2: Reconstitution and Recovery



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# Module 2: Reconstitution and Recovery

- February 17<sup>th</sup>, 2016: 7:00 AM
- It's the day after the event. 40% of your personnel are still being treated at medical facilities for various injuries or emotional issues.
- 10% of your personnel have lost their lives during the shooting.
- Your agency/office only has 50% of the workforce available to work.
- However, only half of those personnel are capable of working from home or alternate work locations.



# Module 2: Reconstitution and Recovery



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# Module 2: Reconstitution and Recovery

- February 29<sup>th</sup>, 2016: 7:00 AM
- It is two weeks after the event. The building is no longer a crime scene, however it is not suitable for occupation due to the damage sustained during the shooting. Personnel are allowed to go back to retrieve personal items left behind during the shooting.
- It is determined that it will take over a year for the building to be repaired and renovated for reoccupation.
- A significant portion of your personnel have opted to retire, seek other employment, or have taken extended leave due to the shooting. You have approximately 60% of the workforce you did prior to the event.





# Module 2: Reconstitution and Recovery



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# Module 2: Reconstitution and Recovery

- July 17<sup>th</sup>, 2017: 7:00 AM
- It is now approximately a year and a half later. The building has not been repaired and is now ready for reoccupation.
- You are now close to have 100% of the workforce that you did prior to the event.



# Module 2: Reconstitution and Recovery

- Expectations for personnel immediately after the shooting and the sustainability of your agency/office's essential functions.
- The threshold for your agency/office to reassume the functions being performed by your Devolution partners.
- What your agency/office will do during the time your building is unavailable.
- The Reconstitution process.



# Hot Wash

- Strengths

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- Areas for Improvement

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# Closing Comments



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# Questions?

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