



# **Kansas City – St. Louis Full Scale Continuity Exercise**

## **KC RICE-SLICE '17**

### **July 26, 2017**

#### **Participant Handbook**

***KANSAS CITY AND  
GREATER ST. LOUIS  
FEDERAL EXECUTIVE BOARDS***



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## HANDLING INSTRUCTIONS

1. The title of this document is the *KC RICE-SLICE '17 Participant Handbook*.
2. The information gathered in this Participant Handbook is *CONTROLLED/UNCLASSIFIED INFORMATION (CUI)*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Reproduction of this document, in whole or in part, without prior approval from the exercise planning team is discouraged.
3. For more information, please consult the following points of contact (POCs):

### **Exercise Sponsor**

Dennis Prevett  
Federal Preparedness Coordinator  
DHS-FEMA Region VII  
9221 Ward Parkway  
Kansas City, MO 64114  
(816) 283-7022  
[Dennis.Prevett@fema.dhs.gov](mailto:Dennis.Prevett@fema.dhs.gov)

### **Exercise Director**

David L. Teska  
Regional Continuity Program Manager  
DHS-FEMA Region VII  
9221 Ward Parkway  
Kansas City, MO 64114  
816-283-7082 (voice) 816-283-7098 (fax)  
[David.Teska2@fema.dhs.gov](mailto:David.Teska2@fema.dhs.gov)

## EXERCISE BRIEF

The Kansas City and St. Louis Executive Boards are conducting a joint continuity exercise for its member agencies. Kansas City Regional Interagency Continuity Exercise (KC RICE) '17 and the St. Louis Interagency Continuity Exercise (SLICE) '17 are full scale continuity of operations-focused exercises designed to establish a no-fault learning environment for participating organizations to practice and examine their continuity plans and procedures. There will be in excess of 30 different agencies and 600 personnel participating in both cities.

Agency personnel will start the exercise (STARTEX) on July 26, 2017 at 0800 from the agency's exercise location. Exercise play will terminate at 1200. Each agency should conduct their own Hot Wash immediately after ENDEX at their site. An intra-agency Hot Wash will be conducted for full scale participants immediately following the end of the exercise (ENDEX).

Inter-agency Hot Washes for both venues will begin at 1330. The KC RICE '17 Hot Wash will take place on July 26, 2017 at the USDA – 6501 Beacon Dr., Kansas City, Missouri, Room G47 and the SLICE '17 Hot Wash will take place at the Eagleton Courthouse, 111 S. 10<sup>th</sup> St., St. Louis, Missouri 63102, Conference Room. Each participating agency should send their lead Continuity Planner and a management representative to the Hot Wash.

## PURPOSE

The purpose of this exercise is to test the Federal Community's ability to activate, mobilize and commence initial emergency Continuity of Operations under guidance outlined in Federal Continuity Directive FCD-1, Federal statutes, Executive Orders, and agency plans. This is a NO-FAULT, non-attribution exercise. Findings will not be forwarded to outside Agencies, higher headquarters, state and local agencies, or the media unless done so by individual Agencies. This exercise will focus primarily on activation of your Continuity of Operations Plan(s) from your continuity facilities in response to a severe emergency that affects the Kansas City and St. Louis metropolitan areas. The exercise will also heavily examine the ability to conduct MEFs from an alternate work location, conduct MEFs in an IT-constraint environment, and reconstitution procedures.

## SCOPE

KC RICE-SLICE '17 is designed as full scale exercise and will be followed by a Hot Wash. As stated, the exercise will start at 0800 UNTIL 1200 and will wrap up with an all-agency **Hot Wash COMMENCING AT 1330.**

## OBJECTIVES

KC RICE-SLICE '17 will focus on the following objectives:

1. Demonstrate the ability to implement the agency's Continuity plan by moving from Phase I (Readiness & Preparation) to Phase II (Activation) to Phase III (Continuity Operations).

2. Demonstrate the ability to conduct Essential Functions during a Continuity activation event.
3. Demonstrate the ability to begin reconstitution planning.
4. Demonstrate the ability to incorporate telework during a Continuity event.

**Note:** Although this exercise uses terrorism and active shooter events in the scenario it does not exercise active shooter response protocols (i.e., run-hide-fight) but rather exercises agency Continuity plans in the aftermath of such an event. Therefore there will be no exercise actions related to employee response to such events.

## PARTICIPANT INSTRUCTIONS AND RULES OF CONDUCT

The following are the general rules that govern exercise play:

1. The main goal of the exercise is to conduct individual, section and agency alternate work location, IT, and reconstitution methods, policies, & procedures.
2. The exercise clock will run two hours after real world time as indicated in the MSEL.
3. The exercise is designed to test procedures and systems, not individual performance.
4. Agency personnel are encouraged during the exercise to reach out and communicate with key vendors, other agency offices, congressional offices, partner agencies, GSA or other important entities. It is important that these outside parties know your conversations are in the context of an exercise.
5. Operations and actions by participants should be consistent with information outlined in their Continuity of Operations Plan(s). Again the system is being tested, not people.
6. Use of equipment, telephone numbers, radios and radio frequencies should be consistent with the Continuity of Operations Plan(s).
7. It is recommended that all participants and groups write down operational and organizational actions performed during exercise activity on easels or on log sheets to document actions during the exercise.
8. Agencies need to create a log of exercise traffic. This information would be used to help understand events and keep a log of lessons learned. This information will help also serve as a record of events.
9. All live calls, facsimiles or emails that are used during the exercise **MUST** be prefaced with **“EXERCISE KC RICE 17 or EXERCISE SLICE 17”** to prevent potential misinterpretation by outside parties.
10. Agencies should conduct play in the exercise from their Continuity Facility or via telework or through a combination of the two as directed in Continuity Plans.
11. Agencies have the responsibility to write any additional MSEL action items beyond what is provided by the exercise committee if they so desire. Each agency Lead Controller will send out agency-specific MSEL injects along with generic according to the time line provided on the MSEL.
12. The Lead Controller for each agency is considered a Trusted Agent and has the sole responsibility to devise and deliver their MSEL injects during the exercise. Any additional material the agency desires to include into the exercise should be given to their controller in advance of the exercise.
13. The exercise design team will handle all scenario development and basic MSEL. This information piece will be given to the Agency Lead Controllers prior to the exercise.

14. Exercise Scenario information will be delivered in multiple ways. This information will come from the Lead Controller, Emergency Notification Systems (ENS) or via through a combination.
15. The Lead Controller will control the distribution of exercise scenario information. This material will be delivered in multiple ways. The exercise committee has set up a supplemental Google site page to distribute information. The Google page which will have exercise information will be listed at:

<https://sites.google.com/site/riceslicecoopexercises/>

The Kansas City FEB has also created an information sharing page using the feature it employs during local weather events. KC RICE '17 exercise participants are encouraged to use it for informal information sharing among participating agencies.

<https://kansascity.feb.gov/kcrice17-exercise/>

Password: **KCrice17!**

**Note:** SLICE '17 participating agencies are welcome to use this feature; during an actual event it would only be available to members of the Kansas City FEB.

16. Each participating agency has the responsibility to staff sufficient exercise controller/evaluators for its Continuity Facility operations to include an agency Lead Controller. Some agencies will exchange controllers with other agencies.
17. The agency Lead Controller will be located at the Agencies Continuity Facility or alternate site. The Lead Controller will deliver the scenario injects to exercise participants via various communications mediums. The Lead Controller is an exercise Trusted Agent, thus is not considered an agency player during the exercise. Agency players should try to answer injects in accordance with accepted plans, policies, and procedures. Answers should be as in depth as possible given the circumstances.
18. Agencies will have access to an Exercise Communications Directory. This directory will be distributed from the CWG exercise committee. This information will have agency Lead Controllers and some players from various agencies but not all. Players are strongly encouraged to use this to communicate in unscripted play during the exercise. This information will be secured as "CONTROLLED UNCLASSIFIED INFORMATION (CUI) and not releasable to non-governmental organizations or persons not participating in the exercise.
19. There will NOT be a functional interagency Joint Information Center (JIC) participating in the exercise. Each agency will have to be prepared to play a press role within the exercise just for its exercise.
20. KC RICE-SLICE '17 is a multiagency exercise spread out across hundreds of miles. The scenario tries to be as inclusive of all participants as possible. However gaps in the scenario with respect to individual agencies do occur. All agencies should infer that the scenario does impact them to some degree even if the scenario may not explicitly say that.

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## EXERCISE ASSUMPTIONS

1. The primary communications mode for exercise material will be via email or ENS activity between the agency Lead Controller to the agency Continuity Facility or through the exercise Google page. Phone calls may be used as secondary means to distribute or receive information. Agencies are encouraged to utilize facsimiles and secure communications where possible to ensure the operational status of such devices.
2. At the start of the exercise all communications and IT infrastructure might or might not be intact and operational. Cell phone towers have a tendency to go down during severe events. Agency Lead controllers might also render them unavailable from time to time to test viability of other methods of communications.
3. All agency Continuity Facilities survive the event and are available.
4. The exercise focus will be response to an emergency event which has adversely affected agency operations. Other types of threats and secondary damage can adversely affect agency response. Agencies should expect a multitude of secondary effects from that emergency event. These effects – damaged infrastructure around offices, closed roads by local officials, downed power lines – may affect agency response after the storm.
5. Responses are to be based on accepted standards, practices and policies for Agencies and DHS Continuity principles laid out in FCD-1.
6. Washington, D.C. always has good communication lines to Kansas City and St. Louis to deliver its instructions.
7. Communications with people not participating in the exercise may be simulated or accomplished through role-playing.
8. Responses to action items and inquiries should be accomplished with as much detail as possible and should meet exercise officials requirements.
9. Participants can expect some limited feedback and interaction with their agency Lead Controller. Message traffic might come in waves to players. This is to simulate chaos of emergencies.
10. Players should treat communications initiated by other agencies with the same level of importance as exercise MSEL or action items.
11. Action items might not flow to participants in a logical chronological order.
12. Agencies are encouraged to conduct meetings of their senior people prior to deployment to the Continuity Facility to discuss what is known about the exercise scenario at that point.
13. Exercise training for participants is each Agencies' responsibility.
14. Exercise players should expect unclear, incomplete and wrong information to be part of exercise play just as it does in real life. Each individual will have to develop a way to analyze the information and act accordingly.
15. Maps released throughout the exercise may not be totally accurate in where they depict damages have occurred in Kansas City and St. Louis. In a real world event initial reports would not be accurate so the maps released may or may not show an agency's primary facility in the area of severe damage.

Participants will be asked to complete the participant feedback form that will be provided at the registration table. The form should be returned to a facilitator as participants exit the exercise.

## HOT WASH

For the Hot Wash, each agency should conduct a briefing, highlighting the best practices and areas for improvement that were identified upon receipt of the ENDEX message. In addition, participants will also have the opportunity to provide general comments on exercise design.

All agencies should send at least one representative to the all-agency hot wash for each exercise which will begin at 1330 on Wed, 26 July 2017 at these locations:

KC RICE '17: USDA-Beacon campus, 6501 Beacon Dr., Kansas City, MO (G-47)

SLICE '17: Thomas F. Eagleton Courthouse, 11 South 10<sup>th</sup> St., St. Louis (22<sup>nd</sup> Floor Multi-purpose room)

## AFTER ACTION REPORT

Each agency is required to prepare an After Action Review (AAR) report containing lessons learned and a corrective action plan as a result of this exercise. The exercise design team will distribute an overarching AAR to all participants that captures common themes of lessons learned, as well as recommendations for future tests, training and exercise.

The Hot Wash and feedback forms will form the basis for the AAR. When listing areas for improvement, the final report will not list any agency names or other identifying information.

## SCENARIO OVERVIEW

### PURPOSE

The purpose of this overview is to provide Exercise participants with background information and a chronology of significant events that will lead-up to the day of the Exercise. For the purpose of this Exercise, participants will operate under conditions for the following event-planning scenario:

A Complex Coordinated Terrorist Attack (CCTA) occurred July 24<sup>th</sup> at 1300. This attack targeted Federal, State, Local government facilities and private organizations across Kansas City and St Louis Metro areas. Credible threats were also received throughout the four state region metropolitans of Iowa, Kansas, Missouri and Nebraska. There have been several fatalities and casualties from the incident. This incident has degraded local response capability and severely degraded the Federal agencies capability to perform Essential Functions and Activities at the respective Primary Operating Facilities.

The coordinated attacks have degraded local, state and federal response and recovery capabilities. The DOJ has assumed command with the FBI as the Lead Federal Agency (LFA). FEMA has stood up the RRCC to Level 1 – Full Activation to support the incident. The States of Missouri has activated the EOC to Level 1- Full Activation. Kansas, Iowa, and Nebraska have stood up their EOCs to Level 2 – Partial Activations. Missouri Governor Greitens has declared a State of Emergency and activated the Missouri National Guard to conduct security operations and protect key infrastructure throughout the State.

## EXERCISE SCHEDULE

Time	Activity
<b>Wednesday July 26, 2017</b>	
0800	STARTEX
1200	ENDEX, commence internal Hot Wash
1230	Internal agency Hot Wash Complete
1330	Agency Hot Wash with at USDA/Beacon (KC RICE '17) or Eagleton Courthouse (SLICE '17)

## PARTICIPANT INSTRUCTIONS

### BEFORE THE EXERCISE - PARTICIPANTS

- Be familiar with your agency's Continuity Plan.
- Review the appropriate emergency plans, procedures, and exercise support documents.
- Be at the appropriate site at least 30 minutes before the start of the exercise, or as directed by the agency exercise controller.
- Read the Participant Handbook, which includes information on exercise procedures.

### DURING THE EXERCISE - PARTICIPANTS

- Follow exercise rules as described beginning on page 6.

### FOLLOWING THE EXERCISE – LEAD CONTROLLERS AND PARTICIPANTS

- Lead Controllers: Conduct an internal agency Hot Wash immediately following the exercise at the exercise location.
- Participants: **Complete the Participant Feedback Form.** This form allows you to comment candidly on continuity activities and effectiveness of the exercise. Please provide the completed form to a controller. See page 9 for instructions on feedback procedures. Once completed, press "submit" at the bottom of the form which will set up an email for transmission with your information. You need to put something, even if "N/A" or "Nothing to report" in each text box and answer each question for the submission process to work.
- Provide any notes or materials generated from the exercise to your Lead Controller for review and inclusion in the AAR.

## FEEDBACK INSTRUCTIONS

Please carefully review instructions for the collection of feedback. Feedback will form the basis for the overarching KC RICE-SLICE '16 After Action Review report. The due date for all feedback is **August 18, 2017**. Feedback forms should be sent using the “submit” feature at the bottom of the form. If you encounter problems submit the form to David Teska at FEMA Region VII [David.Teska2@fema.dhs.gov](mailto:David.Teska2@fema.dhs.gov) and Josh Vance at FEMA Headquarters [Joshua.vance@fema.dhs.gov](mailto:Joshua.vance@fema.dhs.gov).

### **Annex A – Participants Individual Exercise Evaluation Form**

The Participants Individual Exercise Evaluation form is used to gather individual feedback on the exercise from exercise participants. Lead Controllers will receive an email with the fillable PDF version to distribute to each participant. When completed, participants will press the “**SUBMIT**” button at the bottom. This will automatically send the form results to the design team. No personal or agency identification information will be collected, only the participant feedback input.

### **Annex B – General After Action Report (AAR)**

Each agency is responsible for the submittal of one General After Action Report form. Feedback collected from these forms will also be incorporated into the overarching AAR. The General After Action Report form is distributed to exercise participants as a separate document (fillable PDF).

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## REFERENCES

- Published February 1998, “Dealing With work Place Violence A guide for Agency Planners” <https://www.opm.gov/policy-data-oversight/worklife/reference-materials/workplaceviolence.pdf>
- “Stop the Bleed” which is attempting to educate people that maybe there should be tourniquets in first aid kits for first responders as well as everyone else. <https://www.dhs.gov/stopthebleed>
- DHS Active Shooter Preparedness - <https://www.dhs.gov/active-shooter-preparedness>
- DHS Active Shooter Preparedness (private citizen) - <https://www.dhs.gov/private-citizen>

### Available Materials

- [Active Shooter Booklet](#)
- [Active Shooter Pamphlet](#)
- [Active Shooter Poster](#)
- [Active Shooter Pocket Card](#)
- [Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide](#)
- [Active Shooter Workshop Participant](#)

### Workshop Series

Active Shooter workshops have already taken place in a number of U.S. cities and will continue to be held in a number of locations in the future. These scenario-based workshops feature facilitated discussions to engage private sector professionals and law enforcement representatives from Federal, State, and local agencies to learn how to prepare for, and respond to, an active shooter situation. Through the course of the exercises, participants evaluate current response concepts, plans, and capabilities for coordinated responses to active shooter incidents.

- [Active Shooter Preparedness Workshop - Module 1](#) (PowerPoint – 15 MB)
- [Active Shooter Preparedness Workshop - Module 2](#) (PowerPoint – 68 MB)
- [Active Shooter Preparedness Workshop - Module 3](#) (PowerPoint – 23 MB)
- [Active Shooter Preparedness Workshop - Module 4](#) (PowerPoint – 23 MB)
- [Active Shooter Preparedness Workshop - Module 5](#) (PowerPoint – 57 MB)
- [Active Shooter Preparedness Workshop - Module 6](#) (PowerPoint – 30 MB)

If you are interested in future workshops, please contact [ASworkshop@hq.dhs.gov](mailto:ASworkshop@hq.dhs.gov)

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