



CONTINUITY EXERCISE KC RICE/SLICE 2021

PARTICIPANT HANDBOOK

HOSTED BY THE KANSAS CITY AND ST
LOUIS FEDERAL EXECUTIVE BOARDs
(FEB) COOP Working Group



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HANDLING INSTRUCTIONS

1. The title of this document is the *KC RICE/SLICE 2021 Participant Handbook*.
2. The information gathered in this Participant Handbook is **For Official Use Only (FOUO)**. 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.
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EXERCISE BRIEF

In accordance with Federal Continuity Directive 1 (FCD-1) all Federal departments and agencies (D/As) shall participate in an annual COOP Exercise. This exercise meets the annual exercise requirements. Other supporting guidance consists of (INSERT AGENCY SPECIFIC POLICY/GUIDANCE, i.e - GSA Policy 2430.1A ADM The U.S. General Services Administration Continuity Program 2430.2 OMA The U.S. General Services Administration Continuity of Operations Mission Essential Functions, and 2430.3 ADM The U.S. General Services Administration Emergency Management Program).

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) 2021 and the St. Louis Interagency Continuity Exercise (SLICE) 2021 are full scale continuity of operations (COOP) 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 14 Agencies across 137 venues and 724 participants across Kansas City, St Louis, and other regional locations.

Agency personnel will have the start of exercise (StartEx) on **July 28, 2021 at 0800** from the agency's exercise location. Exercise play will terminate on **July 28, 2021 at 1045**. Each agency should conduct their own Hot Wash immediately after the end of exercise (EndEx) at their site.

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 Presidential Policy Directive-40 (PPD-40), 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-constrained environment, and reconstitution procedures.

SCOPE

KC RICE/SLICE 2021 is designed as a full scale exercise and will be followed by a Hot Wash. The exercise will start at **0800 UNTIL 1045** and will wrap up with an all-agency **C&E DEBRIEFING COMMENCING AT 1330**.

OBJECTIVES

KC RICE/SLICE 2021 will focus on the following objectives:

1. Discuss and Demonstrate the Pandemic reoccupancy planning, logistics, operations, and Finance/Administration requirements.
2. Demonstrate the ability to perform Reconstitution.

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 concurrent with real world time as indicated in the Master Scenario Events List (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 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 2021 or EXERCISE SLICE 2021”** 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 timeline 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. Each participating agency has the responsibility to staff sufficient exercise controllers/evaluators for its Continuity Facility operations to include an agency Lead Controller. Some agencies will exchange controllers with other agencies.
16. 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, in some cases they may still need to be players depending on the specific agency. 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.
17. The Lead Controller will control the distribution of exercise scenario information. This material will be delivered in multiple ways.
 18. The Kansas City FEB has also created an information sharing page using the feature it employs during local weather events. RICE/SLICE 2021 exercise participants are encouraged to use it for informal information sharing among participating agencies.
 - <https://kansascity.feb.gov/forums/topic/kc-rice-slice-forum/>
 - **Note:** SLICE 2021 participating agencies are welcome to use this feature; during an actual event it would only be available to members of the Kansas City FEB.
 19. 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 “For Official Use Only (FOUO)” and not releasable to non-governmental organizations or persons not participating in the exercise.
 20. There will NOT be a functional interagency Joint Information Center (JIC), Regional Response Coordination Center (RRCC), or a Joint Field Office (JFO) participating in the exercise. Each agency will have to be prepared to play a press role within the exercise just for its exercise.
 21. KC RICE/SLICE 2021 is a multi-agency 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.

EXERCISE ASSUMPTIONS

1. The primary communications mode for exercise material will be via email, paper or via Emergency Notification System (ENS) activity between the agency Lead Controller to the agency Continuity Facility. 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 Agency's 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.

SCENARIO OVERVIEW

SITUATION

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 global pandemic has been ongoing for over a year and it has yielded over 115 million global cases and 3 million fatalities. Out of that, the United States is sitting over 30 million cases and over 550 thousand fatalities. Agencies and Departments have been utilizing Telework and alternative worksites as a COOP strategy. As the cases are beginning to see a downward trend and vaccination points of dispensing are beginning. The agency is looking for the process of reconstituting the Primary Operating Facility.

Protests are beginning to spark over vaccine delivery and prioritization strategies. In their frustrations, protests begin to turn violent and take it out on government facilities at the local, state, and federal levels. Dozens of facilities have been intentionally set on fire. All of the States in the Region have requested and been granted Emergency Declarations to support consequence management of the protests and vaccine distribution in support of other agency authorities.

EXERCISE SCHEDULE

TIME	ACTIVITY
TBD, 2021	
TBD	Participant Briefing (Scheduled by D/A)
July 28, 2021	
0800	StartEx
1045	EndEx
1045	Internal D/A Hot Wash
August 25, 2021	
1330	AAR/IP Dissemination

HOT WASH / AFTER ACTION

HOT WASH/AFTER ACTION MEETING

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.

A D/A Controller/Evaluator Debriefing will occur on July 28, 2021 and an After Action Meeting (AAM) will commence on August 11, 2021 for D/A Controllers/Evaluators to rollup and review the draft After Action Report (AAR).

AFTER ACTION REPORT

Each agency is required to prepare an 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 Washes 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.

FEEDBACK INSTRUCTIONS

Please carefully review instructions for the collection of feedback. Feedback will form the basis for the overarching KC RICE-SLICE 2021 After Action Review report. The due date for all feedback is **August 9, 2021 at COB**. The Feedback forms will be separated by Agency, Reviewed and a master Feedback document created by Department/Agency.

Please submit all Feedback Forms your respective Controller/Evaluator who will then send to Zane Steves at GSA OMA-KC zane.steves@gsa.gov, Lisa Chalifoux at FEMA Region VII lisa.chalifoux@fema.dhs.gov.

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 6-8.
- The following collaborative networks with the FEBs have been established for the exercise.
 - <https://kansascity.feb.gov/forums/topic/kc-rice-slice-forum/>
- If an emergency situation would occur, notify your Controller when safe to do so.

AFTER THE EXERCISE – PARTICIPANTS

- 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 the venue controller.
- Provide any notes or materials generated from the exercise to your Lead Controller for review and inclusion in the AAR.

NOTE: Observers may be present. If they are personnel with an issued Personal Identity Verification (PIV) card they must sign in with the Exercise Director and receive a Visitor Badge. If an observer is not federal personnel; they must sign in with the Exercise Director, be issued a visitor badge and be assigned an Escort for the duration of the exercise.

LOGISTICS

SAFETY

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- The Lead Controller/Evaluator will act as a Safety Controller and is responsible for participant safety; any safety concerns must be immediately reported to the Exercise Co-Directors. The Safety Controller and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
- For an emergency that requires assistance, use the phrase “real-world emergency”. The following procedures should be used in case of a real emergency during the exercise:
 - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
 - The controller aware of a real emergency will initiate the “real-world emergency” broadcast and provide the Safety Controller with the location of the emergency and resources needed, if any. The Safety Controller will notify the Exercise Co-Directors as soon as possible if a real emergency occurs.

FIRE SAFETY / SHELTER IN PLACE

Standard Occupant Emergency Plan (OEP), fire, Shelter-in-Place (SIP), and safety regulations relevant to the Alternate Facility or Primary Operating Facility (POF) will be followed during the exercise or each respective venue.

Personal residences that are being used as Alternate Facilities shall be ready for any emergencies at their respective venue.

EMERGENCY MEDICAL SERVICES

The Safety Controller will coordinate with local emergency medical services in the event of a real-world emergency.

WEAPONS POLICY

All participants will follow GSA/FPS policies on weapons in federally owned and leased spaces for the exercising organization and exercise venue.

If teleworking, keep weapons out of view of participants.

SITE ACCESS

SECURITY

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise sites is limited to exercise participants and persons granted access to the space. Players should advise their venue's controller or evaluator of any unauthorized persons.

MEDIA/OBSERVER COORDINATION

Observers attending the event should coordinate with the Exercise Co-Directors for access to the exercise site. It is not ideal to have observers due to the dispersed venues of the department and agencies.

RICE/SLICE 2021 AGENCY CONTINUITY CONTACTS

AGENCY/OFFICE	RICE	SLICE	LEAD CONTROLLER/ EVALUATOR	PHONE	EMAIL
CBP KC	X		Steven Ellis	816-304-2006	STEVEN.L.ELLIS@CBP.DHS.GOV
CBP KC	X		Luke Abram	816-243-3676	lucas.b.abram@cbp.dhs.gov
CBP KC	X		Emery Harriger	816-584-1994	emery.p.harriger@cbp.dhs.gov
DCMA		X	Susan G. Dolan	636-634-6409	susan.g.dolan.civ@mail.mil
DHS FPS	X		Tom Hanner	816.426.2166	thomas.hanner@hq.dhs.gov
FDA	X		Erin Dugan	913-495- 5110	Erin.Dugan@fda.hhs.gov
GSA Kansas FO	X		Bill McClain	785-249-4099	bill.mcclain@gsa.gov
GSA KC North	X		Lisa Cason	816-215-0987	lisa.cason@gsa.gov
GSA KC South	X		Roger Haynes	816.564-1220	roger.haynes@gsa.gov
GSA Iowa FO		X	Diane Strawn	515.201.1353	diane.strawn@gsa.gov
GSA Nebraska FO	X		Jeff Warinski	402.680-5095	jeff.warinski@gsa.gov
GSA St. Louis East		X	Patty Pelikan	314-539-6800	patty.pelikan@gsa.gov
GSA St. Louis West		X	Larry O'Neill	314-873-2746	Larry.Oneill@gsa.gov
GSA R6	X	X	Zane Steves	816.332.8195	zane.steves@gsa.gov
HUD	X		Enrique Shaw	913-551-5450	enrique.r.shaw@hud.gov
HUD		X	Bradley Streter	314-393-2617	bradley.e.streter@hud.gov
NGA		X	Kent Carpenter	571-558-9536	herbert.k.carpenter.ctr@nga.mil
NNSA	X		Sybil Chandler	816-223-3417	schandler@kcncsc.doe.gov
SAMHSA	X		Kimberly Reynolds	816-681-1111	kimberly.reynolds@samhsa.hhs.gov
SSA	X		John Graham	816.936.5510	john.graham@ssa.gov
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Exercise Co-Director GSA OMA-KC (Reconstitution)	X	X	Zane Steves	816-332-8195	zane.steves@gsa.gov

TOTAL AGENCIES/PARTICIPANTS

There is a cumulative total of 740 participants across 139 venues while participating in RICE/SLICE 2021; the below information breaks down by RICE and SLICE participation.

KC RICE 2021 – 112 Venues, 188 Participants

SLICE 2021 – 27 Venues, 552 Participants

ACRONYMS

Abbreviation	Description
AAM	After-Action Meeting
AAR	After-Action Report
AAR/IP	After-Action Report/Improvement Plan
C/E	Controller/Evaluator
COOP	Continuity of Operations
D/A	Department/Agency
EEG	Exercise Evaluation Guide
EndEx	End of Exercise
ENS	Emergency Notification System
ExPlan	Exercise Plan
FCD-1	Federal Continuity Directive 1
FCD-2	Federal Continuity Directive 2
FEB	Federal Executive Board
FOUO	For Official Use Only
HSEEP	Homeland Security Exercise and Evaluation Program
IT	Information Technology
IP	Improvement Plan
JFO	Joint Field Office
JIC	Joint Information Center
KC RICE	Kansas City Regional Interagency Continuity Exercise
MSEL	Master Scenario Events List
PIV	Personal Identity Verification
POC	Point of Contact
PPD-40	Presidential Policy Directive - 40
POF	Primary Operating Facility
OEP	Occupant Emergency Plan
RRCC	Regional Response Coordination Center
SIP	Shelter-in-Place
SLICE	St. Louis Interagency Continuity Exercise
StartEx	Start of Exercise